UNDAF Fund
ANNUAL PROGRAMME[1] NARRATIVE PROGRESS REPORT
REPORTING PERIOD: 1 JANUARY – 31 DECEMBER 2013

Programme Title & Project Number	Country, Locality(s), Priority Area(s) / Strategic Results[2]
• Programme Title: **Enhancing Transparent, Participatory Governance and Human Rights** • Programme Number **Project #82895** • MPTF Office Project Reference Number:[3] **P1-04**	*Country/Region* **Nationwide** *Priority area/ strategic results* Improved Governance, including the protection of human rights; The Iraqi State has more efficient, accountable and participatory governance at national and sub-national levels

Participating Organization(s)	Implementing Partners
• UNDP	High Commission of Human Rights; The Iraqi Commission of Integrity; Kurdistan Region Prime Minister's Office; Kurdistan Board of Supreme Audit; Baghdad University; CSO partners

Programme/Project Cost (US$)		Programme Duration	
Total approved budget as per project document: 3,091,526 MPTF /JP Contribution[4]:	**3,091,526**	Overall Duration:	**24 months**
• *by Agency (if applicable)* Agency Contribution		Start Date[5]	**15th May 2012**
• *by Agency (if applicable)* Government Contribution *(if applicable)*		Original End Date[6]	**June 2014**
Other Contributions (donors) *(if applicable)*		Current End date[7]	**June 2014**
TOTAL:	3,091,526		

Programme Assessment/Review/Mid-Term Eval.	Report Submitted By
Assessment/Review - if applicable *please attach* ☐ Yes ☐ No Date: *dd.mm.yyyy* Mid-Term Evaluation Report – *if applicable please attach* ☐ Yes ☐ No Date: *dd.mm.yyyy*	o Name: **Richard Cox** o Title: **Senior Programme Advisor** o Participating Organization (Lead): **UNDP** o Email address: Richard.cox@undp.org

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[1] The term "programme" is used for programmes, joint programmes and projects.

[2] Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

[3] The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page the MPTF Office GATEWAY

[4] The MPTF or JP Contribution, refers to the amount transferred to the Participating UN Organizations, which is available on the MPTF Office GATEWAY

[5] The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the MPTF Office GATEWAY

[6] As per approval of the original project document by the relevant decision-making body/Steering Committee.

[7] If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities.

LIST OF KEY ACRONYMS

COR	Council of Representatives (Parliament)
CPA	Coalition Provisional Authority
CPAP	Country Programme Action Plan
CSOs	Civil Society Organisations
IBHR	Independent Board of Human Rights (based in Kurdistan)
IHCHR	Independent High Commission for Human Rights
KRBSA	Kurdistan Region Board of Supreme Audit
KRCI	Kurdistan Region Commission of Integrity
KRG	Kurdistan Regional Government
NACS	National Anti-Corruption Strategy
UNDAF	United Nations Development Assistance Framework
UPR	Universal Periodic Review (Human Rights monitoring tool)

<u>**NARRATIVE REPORT FORMAT**</u>

EXECUTIVE SUMMARY

In 2013 UNDP has continued to provide under this initiative technical, policy and legal support to a variety of state and non-state actors in order to better safeguard and promote human rights, render governmental entities more transparent and accountable and promote the capacities of civil society to interact with relevant governmental counterparts as a check and balance on executive authority. It should be highlighted that the state or governmental actors that have benefitted from this project are mainly independent, oversight bodies, such as the Independent High Commission of Human Rights (IHCHR), the Independent Board of Human Rights in the Kurdistan Region (IBHR), the Kurdistan Region Board of Supreme Audit (KRBSA), the Kurdistan Region Commission of Integrity (KRCI). But it has also interacted with the Human Rights Committee of the Parliament and the Ministry for Women's Affairs. The non-state actors have mainly been NGOs, certain parts of the independent media and academia with Baghdad University.

In 2013, the work has focused on establishing the legal, policy and strategic frameworks for the beneficiary entities, whilst also providing some direct operational support for their better functioning. There has also been nationwide survey, information and awareness campaign work requiring strong coordination between all the various stakeholders around specific topics such as the human rights based Universal Periodic Review (UPR) and the National Anti-Corruption Awareness Campaign.

I. Purpose

UNDAF: Priority 1 　　　　Improved Governance, including the protection of human rights. 　　　　Priority Outcome 1.4 　　　　The Iraqi State has more efficient, accountable and participatory governance at national 　　　　and sub-national levels. UNDP CPAP: Outcome 3 　　　　　Strengthened regulatory frameworks, institutions and processes in place for 　　　　　accountable, transparent and participatory governance at national and local levels.
Output 1:　　The Iraq Human Rights Commission has enhanced capacity to execute its mandate. Output 2:　　Iraq has a national platform for an expanded human rights dialogue. Output 3:　　The Iraqi state is able to promote and undertake governance process in an accountable 　　　　　　and transparent manner. Output 4:　　Civil society organisations have enhanced capacity to engage with parliament and 　　　　　　relevant parliamentary committees on policy issues.
 Planned activities against Outputs in **Annex 1**

II. Results

- **Narrative Results**

Promoting and protecting human rights

In 2013 the Independent High Commission for Human Rights (IHCHR) strengthened its capacity to execute its mandate by successfully undergoing a multi-stakeholder needs assessment out of which formed the basis for the development of a strategic plan, an action plan, as well as an organizational framework including terms of reference for key staff. This was essential for the efficient operating of the

IHCHR which is supported by an administrative expert recruited by UNDP. With the support of the UNDP deployed Human Rights Expert, the IHCHR also saw its outreach capacity enhanced, its departments fully functioning and the daily work of the Commissioners better organized. A training plan for key IHCHR management staff was established relating to their core functions and a communication plan has been drafted and approved. The outreach of the IHCHR was also improved through the creation of a specific website.

In terms of its supervisory role on human rights abuses, 25 IHCHR core staff underwent training on investigating, monitoring and reporting human rights violations, the handling of complaints and the filing and documenting of human rights violation cases. This supervisory role was also improved at the regional level with the Kurdistan Region Independent Board of Human Rights (IBHR) benefitting from international expertise. This expertise assisted the IBHR in reviewing the law establishing the Board, guiding its new strategic plan and having key staff trained up on international human rights standards and the operating frameworks of national human rights institutions.

Finally, both the Federal and Kurdistan Human Rights Commissions were also provided guidance and expertise in handling the Universal Periodic Review (UPR). This included institution-wide training on UPR mechanisms and report writing which also managed to interface with 25 human rights based civil society organisations as part of the process. These organizations were also trained in UPR processes and were supported in the establishment of a nation-wide human rights civil society network. Two welcome derivatives from this process were that CSOs had the opportunity to meet IHCHR and the IBHR in a formal platform and that the IHCHR and IBHR agreed to work on a common project for the very first time (on the UPR).

Promoting accountability, transparency and anti-corruption

In terms of accountability, transparency and anti-corruption, the results of this project do not stand alone but interface to the larger programme. This project made two outcome level gains during 2013. One effort from this project raised awareness on the National Anti-Corruption Strategy through a campaign within all fifteen Governorates outside of the Kurdistan Region. The campaign found a strong desire by those attending to participate and a strong interest from the press. One of the recommended results was the building of coalitions and networks to "work as a team to fight corruption". Secondly, as a result of the work of this project and the ongoing partnership with the Kurdistan Region Prime Minister's Office and the Kurdistan Parliament, a Kurdistan Commission of Integrity was formed as an oversight agency in line with the United Nations Convention against Corruption.

On an institutional level, significant gains were made during 2013 including; the establishment of a key integrity institutions in the autonomous region of Kurdistan, in-roads for direct work with the Parliamentary Committees responsible for oversight and accountability and increased civil society engagement on anti-corruption issues through a national anti-corruption campaign. UNDP also made a substantial contribution towards the operationalization of the Kurdistan Region Commission of Integrity in 2013. The Kurdistan Region Commission of Integrity was approved by KRG Law No.3 of 2011, though up until 2013 had not yet moved forward or had a commissioner appointed. In terms of the Kurdistan Region Supreme Board of Audit (KRBSA), a medium to long term strategy for the development of the Kurdistan Region was developed in May 2013. The Strategy presents indicative activities to address the gaps identified under all the six components of the Needs Assessment and sets out a roadmap for the KRBSA to transform into a modern effective state audit institution that ensures public sector transparency and accountability.

Finally in this sector, UNDP was able to address significant legal shortfalls in the Kurdistan Region in terms of anti-corruption and accountability. An analytical review identified strengths and weakness of

KRG Law No. 3 of 2011 compared to the corresponding Federal Law No. 30 of 2011 and CPA Order No. 55. This review assisted in: drafting amendments to address gaps in the current law; developing a draft by-law on the establishment of the Kurdistan Region Commission of Integrity, including roles, responsibilities and organogram; and providing instructions on the work related to illicit enrichment and regulation of investigative work.

Heightened engagement of civil society in promoting human rights and accountability

The civil society dimension of this project cuts across both the human rights and the accountability, transparency and anti-corruption, or Outputs 1, 2 and 3. Engagement with NGOs has therefore happened directly through the human rights pillar of the project and through Output 4. Under the UPR process, ground-breaking engagement happened between specialized human rights NGOs (25 of them) that were trained alongside the IHCHR and IBHR in the process and that were supported to establish a wider network of NGOs that would be involved in the UPR process. The UPR therefore provided a unique opportunity for state and non-state actors to work together on a concrete process.

Linked to this activity, 6 consultations took place around Iraq with interested NGOs in order to develop the most appropriate strategy for establishing a Human Rights Advisory Board for the IHCHR. To this end, representatives of the Human Rights Commission, the Human Rights parliamentary Committee and the CSO parliamentary Committee attended half of the events. The outcome of the consultations is being compiled in a report that will guide the initial drafting of the terms of reference of the Advisory Board. Here, just like the UPR, it is the process that is as important as the end result.

- **Narrative Project Outcomes**

The UNDAF priority Outcome area addressed by this project is "*Improved Governance, including the protection of human rights"*. The more specific priority Outcome is "*The Iraqi State has more efficient, accountable and participatory governance at national and sub-national levels"*

Seen in this light, the project has a mixed picture of success in meeting these Outcomes. It is a mixed picture because, despite the very tangible transformational change that has taken place through this initiative at the institutional level, the ongoing political and security crisis has, in 2013 even more than in previous recent years, proved to be an almost insuperable obstacle to making a tangible impact on the daily lives of Iraqis.

When answering the question, "*are human rights better protected and promoted than before this initiative started?*" one can confidently say that all the institutional capacity building (IHCHR, IBHR, The CoR Committee on Human Rights, etc), advocacy and practical support provided by UNDP means that Iraq is equipped and core civil servants and experts sufficiently trained to ensure that this is the case. However, until the IHCHR is provided the proper leadership it requires, until all the different institutional actors involved in this area – including CSOs – are interacting in a meaningful manner, and until the IHCHR has sufficient sub-offices open, the impact of this project will not equal the significant inputs that have been mobilized on this front. It is hoped that a more constructive political context after the Parliamentary elections in April 2014 will provide the requisite framework to allow the project to reach its full Outcome potential.

When answering the hypothetical question of *whether the Iraqi state entities are more accountable and transparent than before this initiative started*, one has to look carefully at both the institutional transformation as well as cultural and attitudinal shifts from citizens. The institutional work has been

focused in the Kurdistan Region and there is no doubt that there is now a stronger institutional and legal framework for combatting corruption and promoting transparency in the Kurdistan Region than ever before. The efficiency of these new institutional changes will need to be monitored, especially in terms of the number of corruption cases that are presented and that pass through the judiciary. Likewise, on the matter of attitudinal shifts towards corruption from the Iraqis themselves, the National Anti-Corruption Strategy Awareness Campaign reached approximately 3,240 persons in 15 governorates outside the Kurdistan Region and new levels of interest have been captured from specific event feedback, press coverage and questionnaires. It will take time to monitor over a long period whether deep rooted cultural shifts towards corruption have been achieved.

Regarding the notion of '*participation*', much effort has been put into this initiative to get state (<u>albeit mainly independent, autonomous oversight bodies</u>) and non-state actors to work more closely together. The policy and institutional frameworks are in place for this interaction but it will take more time to get both sides to trust each other and not deal with each other as 'opponents'. Civil Society is the key to greater citizen participation in all areas of the country's governance and especially the protection of human rights and the promotion of transparency and accountability as well as fighting corruption. The UPR process has done much to get state authorities and civil society to work constructively together on human rights and the media and campaign work on anti-corruption has also demonstrated that more momentum can be achieved when state and non-state actors work hand in hand. However, in a country where the state authority was the object of fear (and understandably so) for so long and where civil society is a relatively new concept, the relationship between the two needs time to mature and bear fruit.

- **Narrative Project Outputs**

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

<u>At the Federal level:</u>

UNDP continued to advocate for promotion of Human Rights in Iraq through provision of direct support to the national and regional human rights institutions, support to the Council of Representatives Human Rights Committee and support to civil society. In doing so, comprehensive consultations and technical advisory support took place during the year 2013. To ensure <u>long term capacity building of and institutional development support to the Independent High Commission of Human Rights (IHCHR)</u>, UNDP; UNAMI Human Rights Office and Office of the High Commissioner for Human Rights Documentation and Training Centre for South West Asia and Arab Region conducted a needs assessment, led by the Director of the Centre, from 16-21 March 2013. The mission resulted in clear and well defined immediate, medium and long-term support to assist the Board of Commissioners and core staff to effectively perform their duties as stipulated in Law 53/2008. UNDP provided the technical advisory support to the Commissioners to identify 14 thematic areas of work. It is worth mentioning that among the thematic areas are: women, minorities, children, prisoners and detainees.

As a direct result of the mission and based on the urgent and immediate needs, UNDP, in April 2013, recruited a human rights expert to provide managerial and technical support to the Board of Commissioners. The expert assisted the development and the adoption of terms of reference of three different offices within the Commission, namely, the Terms of Reference for establishing and mandating the Baghdad Branch Office of the Commission, complaints, and the documentation offices of the Commission. To <u>enhance the capacity of the core staff of the Commission</u>, training courses were conducted targeting 25 core staff which focused on monitoring and reporting human rights violations, receiving complaints and initiating investigations on human rights violations, filing and documenting cases. This will heighten the functioning abilities of the Commission, its ability to respond more

professionally to cases of human rights abuse brought before it. Moreover, in order to increase the outreach of the Independent High Commission of Human Rights (IHCHR), UNDP initiated the development of the Board of Commission website which was handed over during 2013 to the IT team at the IHCHR. The website gives important information on the concept of human rights, the role of the IHCHR as well as guidance to citizens on how to report cases to it.

At the regional level:

UNDP facilitated a meeting between IHCHR and national human rights national institutions from Palestine, Morocco, and Qatar. This activity assisted the meaningful engagement of the Office of the IHCHR on a Regional level. This is considered as a preparatory step to assist the IHCHR to obtain the international accreditation as required. Similarly, and to ensure that all national human rights actors in Iraq have the capacity to engage with the IHCHR in promoting human rights in Iraq, UNDP continued to regularly consult with the Council of Representatives Human Rights Committee on the progress of the work of the Commission, and ensure that there is adequate capacity to follow up and provide oversight support to work of the Board of Commission.

Joint meetings took place in May and June between the Board of Commissioners and the Council of Representatives Human Rights Committee to follow up on the work and the achievements of the Office of the High Commissioner for Human Rights. As a result of this, recommendations have been made to facilitate the creation of strong linkages between the Board of Commissioners and Human Rights Civil Society. UNDP did this by recruiting a civil society expert to develop and establish a Civil Society Board. This Board will enable the IHCHR to fully engage with CSOs from all parts of Iraq; in turn, the relevant CSOs will be able to voice the concerns of their communities. It will also allow for the sharing of the CSO perspective and institutionalize the engagement of the IHCHR. Bearing in mind the importance of prompting Gender equality approach through the IHCHR, UNDP initiated discussions with the Board of Commissioners on the establishment of the Gender Coordination mechanism. This mechanism will help the IHCHR to tackle Gender related issues with the support of different actors, namely the Council of Representatives, CSOs and the Ministry of Women's Affairs. In this context UNDP shared a first draft of Terms of Reference for this mechanism with the Board of Commissioners. The formulation of the mechanism is anticipated to be finalized during the second Quarter of the year 2014.

UNDP also continued its support to the Council of Representative Human Rights Committee, where regular meetings were held to follow up on the implementation of the strategic action-plan of the Committee. As a result, the Parliamentary committee reviewed the IHCHR annual report and provided substantive comments to be incorporated.

Through this project, UNDP is also committed to support the establishment of Human Rights Regional mechanism. UNDP carried out substantive and intensive consultations with the Independent Board for Human Rights (IBHR) in Kurdistan, including a review of the organisational structure of the IBHR in line with Law 4/2010 and Paris Principles. Additionally, UNDP supported the identification of priority areas of work by the newly established Independent Board for Human Rights in Kurdistan. From 16 to 19 September 2013, UNDP provided technical advisory support to the IBHR in Kurdistan to examine different experiences from Canada, South Africa and Palestine which enabled the IBHR Kurdistan members to inform and guide their vision and outline their statement. As result of this support, a vision and mission has been adopted by the IBHR members. One of the main recommendations from the workshop was the development of the strategic action-plan for the year 2014 outlining the roles and the responsibilities of the joint UNDP, UNAMI Human Rights Office and IBHR as well as the respective timeframes for achieving the strategy. Thereafter, the strategic action-plan was developed and adopted by the Board. As a result of this strategy, UNDP has intensified follow-up with KRG Ministry of

Planning on the cost-sharing of this project which has been rewarded by the approval of KRG Vision 2020 funding facility of USD 1.7 million cost-sharing to support the capacity building and technical support of the IBHR in Kurdistan for the coming two years. This is considered to be a milestone for this Participatory Governance project.

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

Taking into account the importance of supporting meaningful engagement of the IHCHR with other national human rights actors in Iraq, and through support to the expanding human rights national dialogue, UNDP continued to provide direct support to Council of Representatives Committee, IBHR in Kurdistan, and Civil Society Organisations. In that regard and under this specific output, UNDP support to the IHCHR aimed to enhance the capacity of the Commissioners and the core staff to effectively engage and consult with CSOs on the drafting of the Universal Periodical Review 2013 (UPR).

During the year 2013 UNDP and UNAMI Human Rights Office jointly organised two training courses, targeting members of the IHCHR, IBHR, and representatives of 25 civil society organisations nation-wide. Under this training, mechanisms of the UPR 2013 process were explained. Additionally the representatives of civil society organizations agreed to create an internet-based network using social media for Iraqi non-governmental organizations working on the UPR as a platform to share reports, information, and inputs as well as to strengthen communication on relevant human rights trends and concerns in Iraq.

CSOs that participated in the workshop also acquired the knowledge of the procedures of the UPR. A wide network of NGO and CSOs from all parts of Iraq was established and a consensus reached between the IHCHR and the IBHR to present one UPR on the situation of Human Rights in Iraq. This action is considered to be a milestone of this project as rarely do Federal and Kurdistan Region based organisations get to cooperate so tangibly in this manner; and for these to then work with CSOs so effectively is also rarely seen in the country. Similarly, UNDP continued direct support to Human Rights Civil Society Organisations, where small grant agreements were signed between UNDP and Civil Society Organizations. Six (6) CSOs have been selected to carry out different activities to promote women's rights, status of prisoners, review the role of the IHCHR as a national human rights institution and freedom of expression. An amount of USD 15,000 for each CSO for the period of 6 months has been disbursed.

The above-mentioned efforts resulted in a series of workshops and trainings in Iraq and Kurdistan Region to promote human rights. Different topics and subjects have been discussed through trainings and conferences such as Status of prisoners, freedom of expression. These workshops and trainings directly contribute to promotion of human rights and expand the national dialogue for human rights to community level. Parallel to this, UNDP recruited a Civil Society expert to assist the establishment of the CSO Advisory Board. During her assignment the expert organised a series of roundtable meetings in different parts of Iraq namely; Baghdad, Basra, Najaf, Erbil and Dohuk with participation by an estimated 125 civil society organisations. The outcomes of the roundtables provided the framework to develop further cooperation of the CSOs with the IHCHR, the Council of Representatives Human Rights Committee and IBHR in KRG. Terms of References will be shared with the IHCHR for final approval during the first Quarter of the year 2014, upon which the CSO Advisory Board will be established.

To contribute to the expansion of the human rights dialogue in Iraq and to promote youth activism here, UNDP facilitated the participation of Iraq in the HuriLab. HuriLab is an international social innovation initiative that is devoted to promoting human rights and access to justice. Iraq's participation was supported by the UNDP Regional Office in Bratislava. For this event in July, UNDP Iraq invited young Iraqis to submit their proposals on the use of the digital tools to build web-based solutions to social and

human rights related problems. Forty-two proposals were received from youth in Iraq. One idea was shared with seven UNDP Country Offices: Belarus, Bosnia and Herzegovina, Kyrgyzstan, Moldova, Montenegro and Ukraine. The Iraqi proposal won the competition. The project is focused on creating a platform that monitors and flags comments that misrepresent women in the local media. The project, named Amedia Watch will report any news articles or stories published in the Kurdish and Arabic press that may be deemed offensive to the female population.

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

As the **_Kurdistan Region Commission of Integrity (KRCI)_** is a key institution within the regional integrity system, UNDP focused its efforts to ensure operationalization of the KRCI during the lifecycle of this project. During 29-30 January 2013, UNDP initiated a two day dialogue on the 'Law to Establish a Commission of Integrity in the Kurdistan Region'. The purpose of this workshop was to open dialogue on two themes: 1) proposed comparative study to inform the structure of the KRCI and 2) identify the needs of the Judiciary and Prosecution in the Kurdistan Region which was specifically related to anti-corruption. The workshop endorsed the need for a comparative study.

UNDP then conducted a comparative analytical review which was released in April 2013. The purpose of this review was to identify strengths and weakness of KRG Law No. 3 of 2011 compared to the corresponding Federal Law No. 30 of 2011 and CPA Order No. 55. This review assisted in: drafting amendments to address gaps in the current law; developing a draft by-law on the establishment of the KRCI, including roles, responsibilities and organogram; and providing instructions on the work related to illicit enrichment and regulation of investigative work. The first section of the comparative analytical review focused on three components: (i) the establishment of the Commission and independence; (ii) the objectives of the Commission and (iii) discussion of scope of the KRG Law No. 3 of 2011.

The second section of the a comparative analytical review looked in depth at KRG Law No. 3 of 2011 which was issued seven years after the passage of the Order of the Coalition Provisional Authority No. 55 of 2004 and the Integrity Commission Federal Law No. 30 of 2011. This analysis highlighted points of convergence and divergence between the laws within five themes which included:

Theme 1: Independence and its manifestations; Theme 2: Means and administrative implementation tools of combating corruption; Theme 3: Power of investigation in corruption cases; Theme 4: Disclosure of financial interests; Theme 5: Illicit enrichment.

The third and final section of the comparative analytical review proposed a sample by-law of the KRCI which provided detail on the establishment of the KRCI including respective roles and responsibilities and organogram. In addition, section three provided information on illicit enrichment and regulation of investigative work of the integrity authority. The findings of the comparative analytical review were released April 2013 which supported the Kurdistan Parliament to appoint the new Kurdistan Commissioner of Integrity in mid May 2013. The comparative analytical review and the draft by-law have also served as the basis for further discussions on strengthening the legal and operational framework of the KRCI.

UNDP facilitated a three day workshop June 13-16, 2013 with key officials, including the new Commissioner of the KRCI, to review the proposed amendments to the present law related to organizational independence, and instructions on prevention and investigation work. The workshop also addressed additional areas such as: rights, access, work structure and framework for the investigators. This workshop resulted in an agreement on the structure, legal and operational frameworks of the KRCI. The amendment to the law was reviewed and revised to ensure that the agreed legal and operational

frameworks were adequately reflected. At the end of 2013, the Commissioner and the physical Kurdistan Region Commission of Integrity was in place with fourteen staff members.

The ***Board of Supreme Audit (BSA)*** plays an important oversight role in ensuring that all public institutions manage public finances appropriately and perform adequately. Despite its establishment in 2011, the Kurdistan Region Board of Supreme Audit (KRBSA) has faced severe constraints in carrying out its functions. To address these constraints, in March 2013, UNDP in collaboration with the KRBSA initiated a needs assessment **(see Annex 2)** to determine the capacity and institutional development needs, including related governance structures and technical capacities. The needs assessment approach utilized the founding principles, prerequisites and fundamental principles of public sector audit set by the International Organisation of Supreme Audit Institutions (INTOSAI) as the baseline. The needs assessment was carried out in six areas: a) Legal framework and Independence, b) Governance structure and Organization, c) Human resources, d) Physical resources e) Audit methods, and f) External relations. The Needs Assessment identified gaps in all six areas and presented recommendations for addressing the gaps and improving the performance of the Kurdistan Region Board of Supreme Audit.

Based on the findings of the Needs Assessment, a medium to long term strategy for the development of the KRBSA was developed in May 2013. The Strategy presents indicative activities to address the gaps identified under all the six components of the Needs Assessment. This Strategy sets out a roadmap for the KRBSA to transform into a modern effective state audit institution that ensures public sector transparency and accountability.

The Needs Assessment and the Strategy were formally presented to the KRG Prime Minister's Office, KRG Parliament and KRG Ministry of Finance in June 2013. The findings highlighted the urgency of appointing a new Board of Supreme Audit Chairperson and Vice-Chairperson and contributed to the nomination of ten names to Parliament for consideration of approval as Chairperson of the KRBSA. At present, UNDP is working with the KRBSA to develop a programme for institutional development and capacity building.

Media has an important 'watchdog' function to expose corruption, provide voice to whistleblowers and hold the government and powerful sections of the society to account for their actions. It is a key source of information for the public. As part of efforts to strengthen the role of media in addressing corruption, UNDP Iraq will invest in building skills and providing journalists with adequate tools and techniques to expose corruption and mismanagement. Investigative Journalism is one such tool.

The Baghdad University-Media College and the Iraq Anti-Corruption Academy expressed great interest and during 2013 requested assistance and expertise to develop an investigative journalism curriculum. Upon completion of the curriculum both the Baghdad University and the Iraq Anti-Corruption Academy would offer targeted training courses to journalists and students. To this end, in 2013, UNDP organized a series of consultations to identify immediate needs in improving skills of journalists in investigating and reporting corruption. The consultations assisted in the exchange of information on current investigative journalism practices in the region which resulted in a decision on the next steps which was the development of both a technical and academic curriculum on Investigative Journalism. The technical component would be provided by the Iraq Anti-Corruption Academy and the academic curriculum provided by the University of Baghdad Media College and other Iraqi Universities, respectively.

During 2012, the training of trainers' materials ***in support of National Anti-Corruption Strategy*** campaign were drafted and multiple trainers identified. During 2013, the materials were approved, partners identified and training of trainers conducted on the curricula on corruption and anti-corruption

approaches which resulted in a core group of Master Trainers. Immediately the NACS Awareness Campaign initiated which engaged local citizens and civil society organizations in the efforts against corruption. UNDP launched the National Anti-Corruption Campaign on 16 February 2013. The campaign conducted 96 workshops in fifteen governorates outside of the KRG at a time when insecurity was on the rise.

The interactive Anti-Corruption Awareness Campaign workshops were conducted by a Master Trainer who introduced different types of corruption and their impact, the positive implications of citizen participation in addressing corruption, and means and ways to report suspected corruption to the participants. There were 3,240 persons (987 Female/2,353 Male) who participated in these workshops across Iraq, outside the Kurdistan Region. The National Anti-Corruption Awareness Campaign found that in Iraq there was enormous interest among the public in the fight against corruption but there has been limited opportunities to participate. The campaign's workshops enabled participants to come with several recommendations to intensify the anti-corruption campaign, and to build coalitions and networks to "work as a team to fight corruption".

The strong interest in combating corruption among the general public is epitomized in their eagerness to attend these workshops despite severe security constraints. For instance:- on the eve of the workshop in March 2013 in Diyala, the city was rocked by several explosions – including close to the venue of the workshop – that killed 22 people and wounded 60, rendering the atmosphere charged with tension and fear. The female Master Trainer took the decision to hold the Anti-Corruption Campaign workshop in spite of the terrifying security conditions. She felt that to fight corruption, one of the requirements is courage and motivation. Therefore, to adjourn the workshop would send the wrong message to the participants, particularly youth (see the 'Story' section).

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

An extensive consultation process led to the development of a set of ***CSO Grant Guidelines*** that integrate UNDP best practices as well as practical local context aspects. The innovative, participatory and open approach to the development of these guidelines has been appreciated both by the parliamentary CSO Committee and the CSO community. These guidelines are being tested through the UNDP project "Empowering CSOs in Iraq" that is being implemented in parallel to the project reported on herein and will set the ground for upcoming CSOs small grants for human rights and oversight mechanisms.

The ***implementation of 6 NGO projects*** has progressed well since their launch mid-September 2013. NGOs have received grants of USD15,000 and the Office of the High Commissioner for Human Rights (UNAMI) is kept informed in case specific technical guidance is required on sensitive issues. Some delays have been identified and UNDP is following up closely on those projects. Three projects are under thematic area 1: Awareness raising on Human Rights (women, persons with disabilities and freedom of expression). These projects cover issues of women self-immolation (Bustan Association), the rights of people with disabilities (Nujeen Association) and gender based violence (Baghdad Women Association). One project (Um Al Yateem Foundation) covers the second area of awareness raising on the role of the Human Rights Commission and the Human Rights parliamentary Committee. For the third thematic area on the documentation of Human Rights violations two projects deal with monitoring prisons (Public Aid Organization) and establishing a network of Human Rights Defenders (Sawa Organization).

After discussion with the Human Rights Commission, extensive consultations on the ***establishment of a Civil Society Human Rights advisory board*** were launched in 6 locations across the country. Representatives of the Human Rights Commission, the Human Rights parliamentary Committee and the CSO parliamentary Committee attended half of the events. The outcome of the consultations is being compiled in a report that will guide the initial drafting of the terms of reference of the Advisory Board. A sensitive discussion point with the Human Rights Commission and Committee for early 2014 is the composition and selection process of the CSO members to the Advisory Board

In terms of support to CSO and parliamentary committee engagement, a trust-based dialogue has been established with the parliamentary CSO Committee that has led to mutual consultations on various issues related to civil society affairs in Iraq and to high levels of support to the UNDP project. Activities to engage the Human Rights Committee and the Human Rights Commission with Human Rights NGOs have initiated in December 2012 with a successful round table that gathered 22 CSOs with representatives of those institutions. This event launched the discussion on the development of an effective engagement plan between these parties.

- **Describe delays in implementation, challenges, lessons learned & best practices:**

The project has encountered several types of challenges that have led to implementation delay, hence the recent request to the UNDAF Trust Fund Board for a no cost project extension till the end of 2014.

In terms of the ***Human Rights*** dimension of this project, the highly politicized environment in Iraq is a major challenges that has direct impact on the selection of the president and the deputy president of the Commission. This issue, in turn, has negatively impacted the smooth implementation of the project, as unilateral decisions have been made by members of the Board and affected the implementation of certain activities. The lack of leadership within the Board of the Commission hinders the process of decision making. Steps are being taken to mitigate this challenge. In 2013, UNDP, through regular communication, ensured that all 13 Commissioners were consulted on the implementation of activities and written approval from the Board of Commission was received for each activity. This process tends to delay the implementation of the activities as instead of obtaining approval of one president, UNDP needed to ensure approval of 13 Commissioners.

Another major challenge facing the implementation of the project is the lack of Branch Offices of the IHCHR. This issue hinders the ability of the Board of the Commissioners to professionally perform their duties. To try to mitigate this challenge, UNDP supported the development of terms of references for a Baghdad Branch Office of the IHCHR. It is anticipated that the Baghdad Branch Office will be inaugurated during the second quarter of 2014. Furthermore one cannot deny that there is a lack of trust and confidence from civil society actors and citizens towards the IHCHR. This is due to a lack of institutionalized linkages between CSOs and the IHCHR. Therefore, UNDP is establishing through this project the Human Rights Civil Society Advisory Board to create linkages with communities as well as with the Council of Representative Human Rights Committee.

At the Regional level, the IBHR KRG is facing the challenge of establishing regional human rights mechanisms that have no linkages with the national institution, represented by IHCHR. UNDP and through its support to the IBHR will assist in the development of legal framework to ensure that the two institutions are linked and will work in harmony to promote human rights in all Iraq while preserving the constitutional regional autonomy.

The security situation remains a challenge in Iraq with a direct effect on the accessibility of Iraqis to reach Independent High Commission of Human Rights and be able to report human rights violations.

The security situation in 2013 was the worst since 2008. To overcome the accessibility challenge through this project the establishment of the Branch Office in 2014 will be in the Red Zone areas where Iraqi citizens can approach the Office to report their cases.

Concerning ***transparency, accountability and anti-corruption***, one of the key lessons learned is that an integrated approach is fundamental to tackling this sector. Public transparency and accountability are corner stones of good governance. Strengthening these aspects requires not only building the capacity of state institutions to promote rule of law but also ensuring greater engagement of non-state actors such as civil society and media in holding state institutions to account. Towards this end and given the different incentives of various stakeholders, different context specific, yet integrated, approaches need to be adopted.

Also required is flexible but consistent programming support. The security and political context in Iraq makes is difficult for prioritizing activities and setting timeframes for delivery of results. Therefore, all programme support has to be flexible but at the same time, programme support should be consistent and sustained to ensure sustainability of results. As soon as any momentum drops off, it becomes a challenge to reactivate the necessary traction. This aside, local ownership is critical and initiatives should be tailored to the local context and should be locally led and driven. This ensures not only credibility but also sustainability of the initiative. Finally, building partnerships are essential and the delivery of results depends on strong collaboration with local and international partners. Clear communication is crucial in building confidence of partners and other stakeholders.

In terms of ***developing the capacities of CSOs*** to be an effective tool in supporting the human rights and anti-corruption efforts, this too was confronted with constraints and challenges related to the security environment in Iraq. Different security incidents and the overall security situation regularly created challenges for CSO participants to attend trainings and other project activities. The security in the Baghdad area deteriorated rapidly through 2013, leading to the situation in Anbar province, making it difficult to ensure high attendance to project events from CSOs travelling from other governorates. For this reason most project activities were organized in Erbil. But even accessing Erbil has now become challenging for CSOs travelling by road from other areas, as the access road from the south has been the target of attacks and the check points to access the Erbil area require a preliminary notification to the Kurdish security authorities to ensure entrance for the CSOs. Despite this challenge, it is worth noting that CSO participants and communities in general have been showing a great level of commitment and have been attending project activities better than expected by the Project Management.

Other main challenges include the very low capacities of NGOs in Iraq as well as their strong politicization and the difficulty sourcing relevant expertise for local consultancies to support the project activities. Several advertising rounds have been necessary to identify suitable candidates that did not necessarily have the time availability to carry out the assignments as per the project´s timeline.

- **Qualitative Assessment**

When providing a qualitative assessment on what this initiative has achieved in 2013, one has to weigh the tangible achievements against the constraints the various project teams faced in implementing the resources available.

The main thing one notices when reading through this report is the very significant amount of governmental (albeit mostly independent and autonomous oversight bodies) and non governmental institutions that have directly benefitted from UNDP's capacity building efforts. The IHCHR, the IBHR (KR), the Human Rights Committee of the Parliament, the Ministry for Women's Affairs, the Kurdistan Region Parliament, the Kurdistan Region Board of Supreme Audit, the Kurdistan Region Commission

of Integrity and then all the relevant CSO and media based partners involved in the relevant processes that these institutions undertook in 2013. In each case, these institutions had to be built up almost from scratch. This meant that for each entity, UNDP had to:

✓ undertake the required needs assessments;

✓ undertake consultations and obtain consensus on the findings of these assessments and on the various strategic plans that resulted from the process;

✓ support the provision of adequate legal and policy frameworks governing the work of these institutions;

✓ provide guidance on the structure and functioning of these institutions;

✓ provide the sufficient level of training to core staff and experts working inside the institutions;

✓ in some cases, provide direct operating support;

✓ provide guidance to these institutions on which other entities (state or non-state) they should be interlinking with and then provide communication support for outreach.

This aside, in terms of the key processes that were undertaken in 2013, namely the UPR and the National Anti-Corruption Strategy Awareness Campaign, this involved coordinating dozens of CSOs as well as media actors and several academic institutions.

Therefore, in light of the above, the amount of beneficiaries and partners involved in this initiative and that now have the concrete tools, skills, frameworks and partnerships to operate is impressive. Moreover, all this was done whilst respecting the principles of local ownership and bearing in mind the need for sustainability. This aside, it is well documented and proven that the beneficiary/partner institutions do have a sufficient critical mass of adequately trained core staff; they have the necessary policy and legal frameworks within which they can operate effectively; and they have the strategic guidance and plans to operate effectively in the future. This said, as mentioned in the Narrative Project Outcomes section above, there will need to be a more conducive political context and a much calmer security environment for these impressive institutional achievements to have meaningful impact on Iraqi citizens.

Regarding the addressing of cross-cutting issues, the project has played a strong role in advocating to all the beneficiary institutions the importance of having a gender balance at senior levels inside the organisations whilst all trainings and events were imposed the 30% minimum female participants policy of UNDP. In the future it is anticipated that all three components will become cross-cutting issues within UNDP; human rights, participation and accountability, transparency and anti-corruption. Within the context of the human rights component, the issues of gender were addressed at two levels. The first was through the selection criteria adopted for the formation of the Commission itself (5 women Commissioners out of 14), and the second was through the actions of the Commission to address gender equality as a human rights issue. It will be imperative that the Commission continues to embody the principles of equity it purports to defend. This aside, Youth and Women were provided targeted workshops during the National Anti-Corruption Strategy Campaign and many of the CSO grants awarded were for projects with a strong gender and youth dimension.

IBHR attending the 16 days of activism against violence against women in the Syrian refugees camp in Erbil

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP** - provide an update on the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why, as well as plans on how and when this data will be collected.

	Achieved Indicator Targets	**Reasons for Variance with Planned Target (if any)**	**Source of Verification**
Outcome 1[8] The Iraqi state has more efficient, accountable and participatory governance at national and sub national levels **Indicator:** **Baseline:** **Planned Target:**			
Output 1.1 The Iraq Human Rights Commission has enhanced capacity to execute its mandate **Indicator 1.1.1** Regulatory framework of the Commission in place; **Baseline:** No regulatory framework in place **Planned Target:** Functioning Commission in place	Draft Regulatory framework is developed and adopted by the Board of Commission		Official endorsement letter from Council of Representatives'
Indicator 1.1.2 Sub-national IHCHR Offices established at governorate level **Baseline:** 0 sub-national offices **Planned Target:** 4 sub-national offices	1 office established in Baghdad as Main IHCHR Office. This indicator is in progress; TOR for Baghdad Office has been drafted, core staffs are trained on different specialized areas.		Field visits, IHCHR reports, UNDP monitoring reports
Indicator 1.1.3 Number of Human Rights commissioners disaggregated by federal/KRG levels. **Baseline:** 0 (zero) in Baghdad, 0 (zero) in KRG **Planned Target:** 25 HR commissioners (central (14) and KRG (11))	Target achieved	5 roundtables have been organized in Basra, Amara, Najaf, Erbil and Baghdad to formalize the dialogue process through the establishment of the Human Rights Civil Society Advisory Board	IHCHR reports, UNDP monitoring reports
Indicator 1.1.4 Number of core staff trained to execute their services effectively. **Baseline:** 0 staff **Planned Target:** 20 staff	Financial expert has been recruited and trained by UNDP. 14 commissioners trained in investigation of violations and report writing. 25 core staff of the IHCH trained on documentation, investigation and report writing.		UNDP training reports
Indicator 1.1.5 %of those trained fully satisfied with the relevance, quality and usefulness of the training provided. **Baseline:** 0 % **Planned Target:** 80%	100% of trained staff are satisfied with the training		

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[8] Note: Outcomes, outputs, indicators and targets should be **as outlined in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

Output 1.2 Iraq has a national platform for an expanded human rights dialogue **Indicator 1.2.1** IHCHR outreach strategy is drafted **Baseline:** no draft **Planned Target:** document draft	In progress, Draft outreached strategy is shared with Board of Commission for discussion. Civil Society Expert is recruited to develop ToRs for engagement with CSOs		IHCHR strategy document
Indicator 1.2.2 Number of IHCHR public information campaigns undertaken and disaggregated by federal/KRG level **Baseline:** **Planned Target:** 3 (three) public information campaigns at central level; 3 (three) at KRG level.	Not yet initiated. This will be achieved upon the development of the outreach strategy. 3 workshops organized in different Governorates to promote the work of the IHCHR		NDP quarterly fiches and IHCHR reports
Indicator 1.2.3 Number of Human Rights CSOs engaged in a formal national dialogue on human rights **Baseline:** 18 **Planned Target:** 43	120 national NGOs have been engaged in a round table discussion with Human Rights Committee and Human Rights Commission		National dialogue minutes from UNDP
Indicator 1.2.4 Number of staff of the COR Human Rights Committee trained on Human Rights **Baseline: 0** **Planned Target:** 18	24 members of the COR HRC trained on Human Rights Strategic Planning		Trainings report
Indicator 1.2.5 COR Human Rights strategic framework and action plan developed **Baseline:** No **Planned Target:** Yes	Strategic action plan developed and adopted. This target indicator has been achieved		Strategic framework and action plan documents
Indicator 1.2.6 Percentage of CSOs engaged in the national dialogue process satisfied with the level and quality of engagement with regards to human rights **Baseline:** 0 **Planned Target:** 80%	120 CSOs are satisfied with the consultations on the drafting for the terms of reference of the Human Rights Advisory Board.		National dialogue evaluation forms
Output 1.3 The Iraqi state is able to promote and undertake governance processes in an accountable and transparent manner **Indicator 1.3.1** Number of trainers deployed in the CoR	Sixteen trainers deployed	Surpassed target of eight	Training records and those who conducted the 96 workshops.

Committees and in the Governorates **Baseline:** 0 **Planned Target:** 8			
Indicator 1.3.2 Consultations to establish framework on KR Commission of Integrity **Baseline:** None **Planned Target:** Framework for establishment approved	Target surpassed. Five high level consultations took place in 2012 regarding the framework on the KR Commission of Integrity; The Kurdistan Parliament appointed a Kurdistan Commissioner of Integrity in May 2013; Reached agreement on the structure, legal and operational framework of the Cof I;	Surpassed schedule and may require variance as UNDP has received a letter from the Kurdistan Commission of Integrity requesting support	Consultation meeting minutes
Indicator 1.3.3 Investigate journalism curriculum developed **Baseline:** No curriculum **Planned Target:** Curriculum developed	Immediate needs identified in March 2013 in improving skills of journalists in investigating and reporting corruption. Conducted needs assessments. Developed medium to long-term capacity development strategy. A consultant agency award initiated but collapsed due to increase of insecurity in Iraq	Ahead of schedule at beginning of the year but delayed due to the consultant agency board decision that their staff cannot provide training in Baghdad due to the deterioration of the security situation. Variance action taken and new consultant agency trying to be identified.	Curriculum document
Output 1.4 CSOs have enhanced capacity to engage with parliament and relevant parliamentary committees on policy **Indicator 1.4.1** Number of informal citizens' oversight mechanisms at governorate level reflecting diverse CSO stakeholder influence and participation**.** **Baseline:** 4 **Planned Target:** 10	25 NGOs trained in the UPR process 6 NGOs given grants and training on specific human rights based campaigns		Workshop reports
Indicator 1.4.2 Percentage of CSOs trained fully satisfied with quality of training provided in terms of relevance and usefulness an quality of training provided**.** **Baseline:** 0 **Planned Target:** 80%	100%		UNDP training evaluation forms

iii) A Specific Story

Under this initiative, UNDP launched a National Anti-Corruption Campaign on 16 February 2013. The campaign conducted 96 workshops in fifteen governorates outside of the KR at a time when insecurity was on the rise. The interactive workshops were conducted by a Master Trainer who introduced different types of corruption and their impact, the positive implications of citizen participation in addressing corruption, and means and ways to report suspected corruption to the participants. There were 3,240 persons (987 Female/2,353 Male) who participated in these workshops across Iraq, outside the Kurdistan Region.

In this context, it had been determined to hold a Diyala Governorate workshop on Saturday March 23rd 2013. This workshop was specifically targeting some 30 youth as the event's beneficiaries so that youth activists could achieve a better understanding of the extent of the problem of corruption and what they could do to help combat it. But on the eve of the workshop, Diyala city was rocked by several explosions – including one that was particularly close to the planned venue of the workshop which killed 22 people and wounded 60.

It was anticipated that this workshop would have to be re-scheduled as the city was charged with tension and fear. Nonetheless, the Master Trainer, Mrs. Huda Mohammed Ali, the Diyala Governorate Trainer, discussed the fate of the workshop inquiring about whether to hold or adjourn the workshop with UNDP and the community including discussions with security professionals. Huda's decision was to hold the workshop in spite of the worrisome security. She said that fighting corruption required courage and cancelling or postponing the workshop would give the participants – particularly young participants - a wrong message on lack of courage and would not provide them with the motivation to fight corruption. Therefore, the trainer decided to hold the workshop under the motto that they really were "fighting corruption", quite literally which was attended by38 participants.

It is precisely this kind of attitude from counterparts, beneficiaries and project staff and facilitators that is required if any of the development interventions are to make a difference.

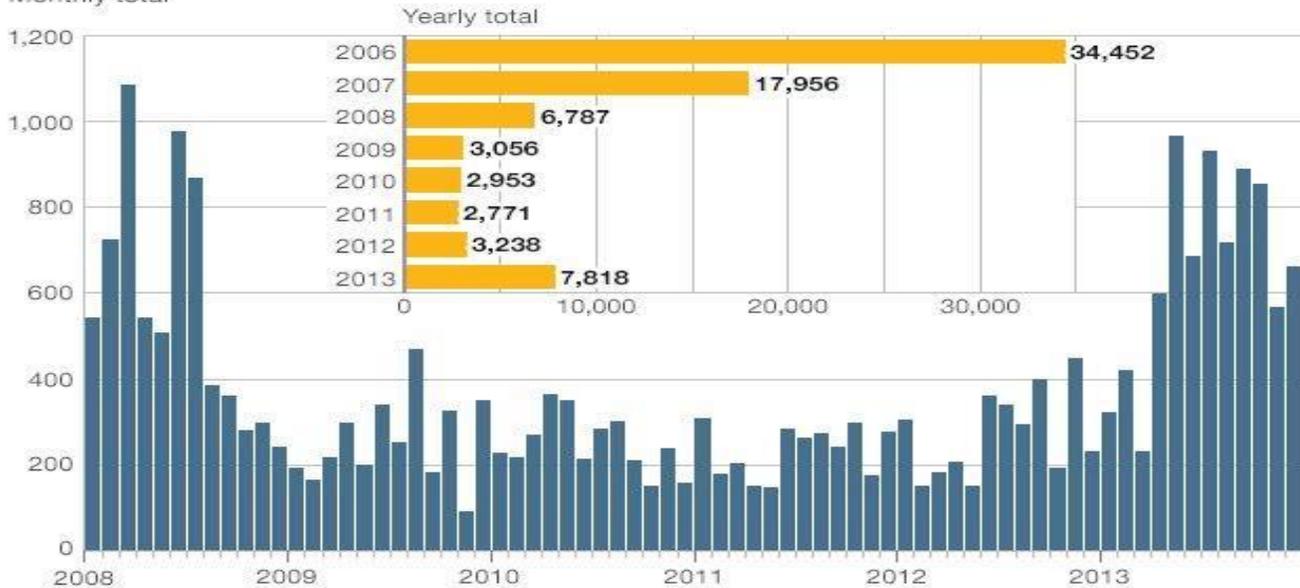### III.   Other Assessments or Evaluations (if applicable)

n/a

IV.   Programmatic Revisions

Delays in implementation have taken place due to the complex combination of security (see chart below), political and social challenges Iraq is facing. This has created delays in securing certain project resources locally (particularly technical expertise), obtaining decisions or participation of local counterparts, logistical arrangements for meetings, activities and events. In addition the upcoming elections scheduled for early spring 2014 will certainly create a disruption both in terms of security, availability of national counterparts and their decision making. An additional 2-3 month delay due to this national process is to be expected. This period will lead to a slow 2nd quarter for 2014 that will link with the Ramadan holiday in the summer meaning that some project activities will have to be finalized during quarter 3 and quarter 4 of 2014. A no-cost extension has therefore been requested to the UNDAF Steering Committee until the end of 2014 to allow the completion of the project and the fulfilment of all planned results.

Civilian deaths in Iraq 2008-2013
Monthly total

Source: UN Assistance Mission to Iraq

V. Resources (detailed financial report will be presented separately)

Budget Component	Approved Budget	Committed to date	Remaining Balance	Requested Revised Budget
STAFF AND OTHER PERSONNEL COSTS	759,504	547,062	212,441.94	1,180,981
SUPPLIES, COMMODITIES, MATERIALS	170,200	51,914	118,286	83,127
EQUIPMENT, VEHICLES AND FURNITURE	0	0	0	0
CONTRACTUAL SERVICES	1,462,000	604,866	857,134	931,489
TRAVEL	59,988	341,394	281,406	432,363
TRANSFERS AND GRANTS COUNTERPARTS	300,000	81,675	218,325	131,675
GENERAL OPERATING AND OTHER DIRECT COSTS	137,585	97,653	84,077	129,644
TOTAL PROGRAMME COSTS	2,889,277	1,724,563	1,164,714	2,889,277
8 INDIRECT SUPPORT COSTS	202,249	202,249	0	202,249
				0
TOTAL	3,091,526	1,926,813	1,164,713	3,091,526

Resource Mobilisation

Discussions are currently taking place with SIDA on a possible follow up contribution to this initiative which will focus on strengthening the capacity building of CSOs from within the Federal NGO Directorate and in creating a civil society consultation platform for the Parliament which will act as an advisory body for all draft legislation. The amount of resources available for this follow on initiative is not known at the time of writing.

Annex 1: Planned activities per Output

Output 1	**1. The Iraq Human Rights Commission has enhanced capacity to execute its mandate.**
Activities	1.1 Technical support to develop the IHCHR mandate and the organisational structure. 1.2 Conduct a comprehensive needs assessment of capacities of the Commissioners and support staff based on the individual and thematic responsibilities. 1.3 Design a capacity building to address identified needs. This may include trainings on knowledge of human rights issues, strategic planning, project management and implementation, coordination, report writing, documentation of human rights, public awareness raising campaigns and public human rights education strategy etc. 1.4 Basic support for the establishment of offices in four governorates: Kirkuk, Ninewah, Sulaymaniyah, Diyala. 1.5 Capacity building programme to the core staff of the Commission in different areas of work such as enhancing their managerial skills, documentation, public relations, gender and human rights trainings. 1.6 Support the establishment of sub-national commission in KRG under the overall regulatory framework of the HCHR at federal level. 1.7 Implementation of the capacity building programme in accordance with the needs assessment and programme plans agreed with the IHCHR. 1.8 Technical advisory and capacity building support to the CoR Human Rights Committee. 1.9 Technical support to institutionalize and harmonize the work between IHCHR, COR, MOJ and Ministry of Human Rights.
Output 2	*2. Iraq has a national platform for an expanded human rights dialogue.*
Activities	2.1 Provide technical advice to the Commission to develop a comprehensive communication and public human rights education strategy and public information office. 2.2 Conduct a comprehensive needs assessment of the Commission's outreach abilities and institute a capacity building programme to develop the role of the media in the promotion and protection of human rights as well as on the role of the Commission. 2.3 Advisory support to strengthen the role of the media in protecting human rights. 2.4 Technical operational support in conducting and initial information campaign on the role of ICHCR. 2.5 Conduct trainings targeting COR Human Rights Committee staff. 2.6 Advisory support to COR Human Rights Committee to develop strategic framework and action-plan.
Output 3	**3. The Iraqi state is able to promote and undertake governance process in an accountable and transparent manner.**
Activities	3.1 Support MPs and staff from targeted committees (i.e. the Integrity and Finance Committees) for effective follow up on cases of administrative and financial corruption. 3.2 Support the consultations and establishment of the KRG Commission of Integrity. 3.3 Provide a need assessment, capacity building recommendations to the KRG BSA. 3.4 Support the development of a curriculum on investigative journalism. 3.5 Plan and organise a workshop to approve training curriculum investigative journalism when review completed.
Output 4	**4. Civil society organisations have enhanced capacity to engage with parliament and relevant parliamentary committees on policy issues.**
Activities	4.1 Monitoring and reporting capacity building support to human rights CSOs 4.2 Promote consultation between IHCHR and civil society, government institutions, academic institutions and other constituents on the human rights situation through the set up of regular coordination mechanisms. 4.3 Provision of grants to CSOs to conduct human rights awareness campaigns and on the IHCHR. 4.4 Organisation of meetings and workshops promoting effective engagement between, IHCHR, CSOs, academic institutes, religious, tribal leaders and other relevant groups. 4.5 Selection of teams and identification of partners for continued NACS campaigns. 4.6 Identify relevant materials to conduct training and awareness campaigns on NACS. 4.7 Support to CSOs and the COR through introduction of effective engagement methodologies

Annex 2

Key findings and recommendations of the needs assessment of

Kurdistan Region Board of Supreme Audit

a) KR-BSA is underdeveloped, underperforming, and lacks a clear and coherent vision for its future development.

b) Urgent need for a long-term capacity building programme for the organization.

c) Absence of a Chairman and Deputy Chairman since early 2012 has created a leadership deficit within KR-BSA and has made it virtually inactive.

d) Legal framework: Law No 2 of 2008 provides an appropriate framework for the activities of a Supreme Audit Institution (SAI) which, if fully implemented and observed, would provide a reasonable basis for an effective and functioning public sector audit institution in line with INTOSAI requirements. However, should the opportunity arise to amend this Law, a number of important improvements are recommended by the needs assessment, including extending the tenure of the chairman, clarity on the tenure of vice chairman, clarity in the reporting lines .

e) Independence: The current Law gives a reasonable level of independence to the KR-BSA. However, there is a lack of clarity related to its function. For instance: on accessing information related to "financial activities" of public institutions, the definition of financial activities is not made explicit and there is no clear instructions provided on the follow-up actions of the BSA if financial violations are identified. In addition, the needs assessment also recommends that BSA should make all its reports publicly available in the interest of transparency, accountability and good governance

f) Governance Structure and Organization: several gaps in the governance and organizational structure of the KR-BSA were identified, including lack of proper procedures and protocols governing its own operations. KR-BSA needs to ensure the introduction of internal processes and procedures to improve management of information about its own performance, as well as independent arrangement for the audit of its own financial statements in order to set an example for all public institutions.

g) Human Resources: Need for introduction of modern Human Resources management systems, and greater transparency in recruitment and staff appraisal. KR-BSA is also recommended to adopt a systematic process to identify training needs.

h) Physical Resources: Physical resources allocated to KR-BSA are inappropriate and inadequate for it to carry out of its mandate and remit. Specifically, KR-BSA telecommunications and IT are wholly inadequate and is contributing significantly to the organization's lack of impact and effectiveness.

i) Audit Methods: The KR-BSA falls significantly short of meeting even the most basic standards of professional responsibilities set by INTOSAI. In terms of its audit methods, procedures and outputs, the KR-BSA has not adopted INTOSAI standards or other relevant professional standards to guide its work. Consequently, there can be no assurance that the audits it undertakes are complete, accurate and reliable. In addition, there is a fundamental gap in the range of audit activities undertaken by the KR-BSA. For instance, KR-BSA undertakes a form of compliance audit but does not undertake any financial audit or any performance audit. This does not comply with the principles and standards that INTOSAI has defined for audit institutions. It is recommended that in the short term, the KR-BSA should raise the professional standard and technical competence of its compliance audit so that it meets the relevant basic INTOSAI standards and continue to develop and enhance this function. In the medium term, the KR-BSA should develop a proper financial audit function that will meet INTOSAI standards before developing a performance audit function in the longer term.

j) External Relations: The Assessment found that the KR-BSA is not meeting any of the requirements or principles that INTOSAI has set to guide Audit Institutions on the way in which they engage with their stakeholders and the environment in which they operate. The annual reports of KR-BSA provide little information and are of limited value to the Parliament, Government and people of Kurdistan. This situation is further compounded due to the non-existence of leadership (i.e. chairman and vice chairman) within KR-BSA. It is recommended that the KR-BSA give priority to undertaking a fundamental strategic review to assess the needs of its stakeholders, in particular the Parliament of Kurdistan, and developing a strategy to meet those needs through more effective reporting and communication.