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FOR: UNDER SECRETARY OF DEFENSE FOR POLICY

FROM: Joseph Collins, Deputy Assistant Secretary of Defense for Stability Operations *Joseph Collins 5-27-03*

SUBJECT: Meeting with INDICT—Witness Database Project

- On May 20<sup>th</sup> and 23<sup>rd</sup> I met with two representatives from Indict, a United Kingdom based organization, which collects evidence for the prosecution of senior members of the Iraq regime.
- They are travelling to Iraq on Tuesday, May 27th with the chair of Indict, Member of Parliament (United Kingdom) Ann Clwyd, who recently met with the DESECDEF.
- Ann Clwyd has been appointed the Prime Minister's **Special Envoy to Iraq on Human Rights Issues**.
- The two representatives presented a proposal for an **18-month witness database project in Iraq** (Tab A).
  - The purpose of the database project is to identify potential witnesses for a future war crimes tribunal or truth and reconciliation commission.
  - The database could also be used for current de-Baathification efforts.
  - In addition, the database will provide an un-biased and impartial accounting of the atrocities of Saddam Hussein's regime.
  - Iraqi opposition and Shia groups (with whom Indict has close ties) support the project.
  - **COST:** \$7 million (\$1.5 million in start up capital for the first 6 months and then \$0.5 million per month for the next year)
- The representatives also met with officials at the State Department, U.S. Agency for International Development, and the National Security Council.
  - Ambassador Pierre Prosper, the human rights lead for State, said that he would get back to them after his trip to Iraq.
- I encouraged them to continue their efforts with State, explore opportunities in the private sector, and PUBLICIZE their trip to Iraq.
- I plan on meeting with them again upon their return and am currently exploring DoD funding options. ~~The most promising option is via the 1998 Iraqi Liberation Act. Comptroller lawyers are looking into this option.~~

This is not an option per comptroller lawyers

Prepared by: (b)(6) SO/LIC (Stability Operations), (b)(6)

## Proposal to create a witness database in post-Saddam Iraq

### **Executive Summary**

The transition to long-term stability and democracy in Iraq will require some form of justice mechanism to be put in place. This may be a war crimes tribunal (domestic or international) and/or a Truth & Reconciliation Commission.

Nearly all of the 22 million people in Iraq will have suffered at the hands of the regime in some way. To begin the task of identifying the most important witnesses and to prevent valuable evidence being lost, a project should be initiated to create a database of witnesses. The database should contain a brief description of their testimony and contact information. If and when a justice mechanism is then established, investigators will have swift access to relevant information which will expedite investigations and trials. An additional benefit will be the identification of areas of need overlooked by the international community, for example psychological counseling of sexual assault victims or additional humanitarian assistance. A large-scale project of this nature will also provide a comprehensive record of the crimes of the regime to prevent future revisionism.

Personnel with relevant experience in other post-conflict situations should be identified to form part of the team to be dispatched to Iraq in immediate aftermath of regime change. These staff will establish a database and supervise local staff in the interviewing of witnesses and the securing of evidence. The international element may include Iraqis currently living outside Iraq who can be trained to supervise the process and act as a link between the non-Iraqis and the locally recruited staff. There will ideally be 10 core staff, 40 international supervisors and 400 local staff to carry out a 18-month programme. After this initial period, most international staff will depart, leaving behind a core of trained local staff.

Simultaneously, analysis should begin to determine, (in broad terms):

- the nature of the human rights abuses in Iraq,
- patterns of abuses (e.g. geographical, ethnic, religious, racial, political)
- the most egregious of those abuses,
- the most significant events,
- preliminary data as to persons, organisations or groups responsible for each event,
- preliminary findings as to the systematic nature or otherwise of abuses,
- recommendations as to possible courses of action, such as further investigations, potential for gathering detailed evidence and the likelihood of prosecution.

Based on the experiences of a similar project in Kosovo, a total of over 250,000 potential witnesses placed in the database might be achievable by the end of 18 months, although a margin of error should be allowed to take account of differing local circumstances and different levels of cooperation in each region. These are flexible goals - the emphasis will be on *quality not quantity*.

## Background

In spring 1999, several NGOs, including the International Crisis Group (ICG), No Peace Without Justice, and ABA-CEELI (American Bar Association Central and East European Law Initiative) designed and implemented projects to gather statements from victims and witnesses of human rights violations in Kosovo for use by the ICTY (International Criminal Tribunal for the Former Yugoslavia in the Hague).

The purpose of the project was to assist the work of the ICTY by "*providing an extensive list of witnesses whom its investigators could subsequently interview in a more in-depth manner. By creating a database and passing it onto the ICTY the project was able to provide basic information about these witnesses and the types of crimes they have experienced, or seen, in a manner that was readily searchable by computer.*"<sup>1</sup>

There were frequent meetings with ICTY officials to guarantee that the project met the needs of ICTY. Local interviewers were used to break through language and trust barriers. International legal experts provided advice on interview techniques and the requirements of ICTY.

*"To facilitate data entry process, an interface was designed which required the data entry operator to provide specific information, often offering predetermined options. Each record prompted the input of information regarding, for example, the personal details and contact information for witnesses, the existence of any corroborating witnesses to events described, the fate of personal documentation and the pattern of internal displacement".*<sup>2</sup> A record was also taken of dates, locations, a list of alleged crimes and a brief narrative of events including the type of perpetrators involved. Local staff were given specialised training regarding interview techniques, together with some form of database training to familiarise them with the requirements of the database and therefore enhance their ability to ask the most important and relevant questions for the ICTY.

Offices were opened, but many potential witnesses were unable or unwilling to travel there to give statements, so mobile teams were created, consisting of international legal officers, together with local interviewers. One international expert generally supervised 4-5 local staff. These teams were assigned an Area of Responsibility (AOR) which corresponded largely with existing municipalities in Kosovo. Teams were equipped with VHS radios, satellite phones, and digital cameras.

Standard interview forms were developed by the international staff as guides for interviewers. They were designed to reflect the database interface as much as possible. All obtained consent from the witness to turn the statement over to the ICTY. For exhumations and investigative work requiring forensic or other specialised expertise, the project officers deferred to investigators from ICTY.

An Investigations Commander at ICTY confirms the Project was 'extremely helpful' in expediting investigations.

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<sup>1</sup> *Reality Demands*, International Crisis Group, May 2000, p 1

<sup>2</sup> *Reality Demands*, International Crisis Group, May 2000, p.9

## Personnel

The Kosovo project had 46 international staff and 123 local staff working for six months. 4,700 statements were taken. Funding for the project was provided by the European Commission Humanitarian Office (ECHO). Iraq has a much bigger population and thus this will be a much bigger project.

There are 18 governorates in Iraq which will form the basis for the Areas of Responsibility (AORs). There should be a minimum of two international staff for each of the 17 AORs outside Baghdad (34 international staff in total, of which ideally at least half could be Iraqis currently living abroad). Baghdad governorate could be split into three AORs, with 6 international supervisors (to reflect its larger population). There will also be a national Project Director, a Deputy Director and 4 regional team leaders (North, South, East, West). Together with 4 support staff, this makes a total of 50 international staff. There also needs to be an analysis team consisting of a Chief Analyst and a Deputy Analyst. These need not be based full time in Iraq, indeed Iraqi opposition figures consider that security and confidence in the analysis process could be enhanced by having the analysis take place outside Iraq.

Each international staff member will require a translator (unless already an Arabic/Kurdish speaker).

20 local staff are needed for each AOR. Training lasts 4 weeks. The training includes interviewing techniques (including the ability to elicit the most important facts without compromising future investigations), confidentiality issues, and dealing with the emotional/psychological consequences for the staff and for the witnesses/victims. The training is followed by tests, spot checks and a probation period to ensure quality.

There are no suitable domestic NGOs currently in Iraq from which to draw staff as in the Kosovo conflict. Staff will be vetted as far as possible through referrals from respected local figures with no links to the regime or any political agenda. INDICT can use its contacts in the Iraqi opposition and the Kurdish Regional Government to facilitate recruitment.

Staff from INDICT could be seconded themselves to the project to bring their current expertise, gained over the last four years, to assist with recruitment and orientation of other international staff through existing contacts with NGOs and national governments. INDICT will use its contacts with Iraqi opposition to recruit local staff and facilitate cooperation between Project staff, local staff and the local communities in Iraq.

Unofficial approaches have been made to individuals with expertise in the Balkans and elsewhere. The response is overwhelmingly positive, and the prospects for quickly recruiting a team of suitable calibre are encouraging.

## **Equipment**

ABA-CEELI and AAAS (American Association for the Advancement of Science), in collaboration with the Chicago Kent College of Law, have developed computer software to facilitate the processing of large quantities of information on violations of human rights, together with information on witnesses, in a form suitable for subsequent statistical analysis. The software allows identification of duplicate crimes or victims. ABA-CEELI and AAAS should be asked to provide the computer software for documenting the information. It will be adapted to the specific requirements of Iraq. Applying the lessons of the Kosovo project, and adapting the software to the specifics of Iraq, will build up a historical record of the crimes, identifying patterns and creating a greater understanding of what has happened to Iraq under Saddam Hussein.

Each international team of two staff will require a laptop computer and e-mail access, together with a radio, GPS system and a vehicle. They should also be equipped with digital cameras and video cameras. Local staff will need nothing more than the supply of standard data entry forms and a pen. They will use their own vehicles for the most part.

## **Facilities**

In Kosovo, the use of central locations for interviews proved ineffective. Therefore teams will be mobile, interviewing people in their own homes or in community centres, schools etc. For particularly sensitive cases, special arrangements will be made. A small office in each AOR will be required to use for updating the local witness database. In Baghdad, there will be a separate office for the Project Director's team.

## **Schedule**

**Months 1-3** At first, a small team (approximately 10 persons) will assemble in Baghdad and set up headquarters. This team will visit each AOR in turn, meeting with trusted local people (identified through current INDICT contacts). They will rent offices in 3 pilot project AORs: Kirkuk, Baghdad and Basra (giving geographical, demographic, religious and ethnic diversity) and will hire 20 English-speaking local interviewers in each. AOR supervisors for the pilot projects will be brought to Iraq. Guidelines on interviewing techniques will be agreed, and the international staff will familiarise themselves with the database. Recruitment of AOR supervisors begins.

**Months 4-6** AOR supervisors for the pilot projects will be brought to Iraq. Common guidelines on interviewing techniques will be agreed, and the international staff will familiarise themselves with the database. Local witness interviewers will be trained for four weeks and then will begin work.

**Month 7** A full review of procedures will take place to check the quality of the product both for investigative and analytical purposes. A review of personnel requirements will also take place.

**Months 8-18** Project is rolled out nationwide.

## **Methods of operation**

Local interviewers working in teams of two will travel to a particular area. They will be supplied with data entry forms. They will return to the central office at the end of the day. They will be responsible for entering information on to a central database under the supervision of the international staff, who will also debrief them and offer comments and advice and deal with any problems. International staff will transmit the information to the head office in Baghdad either by e-mail or in CD-ROMs, where it will be added to the main central database.

A project officer for the project in Kosovo estimates an average of 3-5 interviews per interviewer per day. This means that approximately 300-500 preliminary interviews could be completed in each Area Of Responsibility each week.

Based on staged recruitment (specified in the budget below):

Month 5-6	3,600-6,000 interviews per month (in 3 original pilot projects)
Month 7	Review
Months 8-10	9,600-16,000 interviews per month (original pilot projects + 5 new AORs)
Months 11-13	15,600-26,000 interviews per month (with further 5 new AORs operating)
Months 14-18	24,000-40,000 interviews per month (with all AORs fully operational).

Television and radio advertising will be used also to describe the project and educate local people. Locally respected individuals, such as clerics, teachers or opposition figures will be asked to lend public support to encourage people to participate.

There will be frequent liaison with those responsible for transitional justice issues in Iraq to ensure that the information being provided was relevant, and will assist rather than compromise any future legal proceedings.

Simultaneously, work on analysis of the information will begin. This analysis will assist in focusing resources not only for investigators but also for the new administration in Iraq. Such analysis can show where the greatest need is for medical or psychological assistance; international and local staff will visit every part of Iraq and can help to identify areas which have been missed for humanitarian assistance (as happened in Kosovo). Analysis will also provide evidence of patterns of crime to assist the direction of investigations in future tribunals. This might prove essential, for example, in establishing genocide or other mass crimes, or crimes against women.

## **Benefits to a future tribunal or Truth Commission**

- Easier identification of potential witnesses, thus saving time and expediting justice
- Establishment of patterns of crimes for investigative/statistical purposes
- Forewarning for tribunal investigators of flawed, unreliable or psychologically damaged witnesses
- Forewarning for tribunal investigators of sensitive issues such as suspected sexual assault.

## **The Data Entry Form**

This will be designed to allow standard recording of information in a format suitable for easy transference into a computer database. It will contain sections on types of crime suffered or witnessed, the security agencies responsible, alleged perpetrators, dates, locations, and corroborative witnesses. There will be space for contact details and a signature giving consent. A detachable section could also provide information for the witness on the aims of the project (including measures taken for their security), the identity of the staff involved, contact details for project staff and details of medical or psychological counseling offered by other NGOs or bodies.

## **Security**

Witnesses will have a reference number. The key to the witnesses/reference numbers will be kept separately. Both databases will be required to identify witness testimony. This is the system used by INDICT and, once mastered, is simple to use and effective. Encryption will also be used where necessary.

Witnesses will be briefed on what their information may be used for and who might have access to it. Their greatest protection will come from confidentiality of interviewers and international staff, and secure storage of their information.

International staff will receive standard security briefings on mine-awareness, personal security etc. This should suffice as their role will largely focus on the main towns which are likely to be secured by international military personnel. If increased security becomes necessary, that will be addressed later.



## Budget

- The Core Staff will need to be in place for the duration of the project and therefore will need to be salaried.

Project Director	\$120,000 p.a. (broadly in line with UN Grade P-5/D-1)
Deputy Director	\$80,000 p.a. (broadly in line with UN Grade P-3/P-4)
4 Regional Directors	\$80,000 p.a. (broadly in line UN Grade P-3/P-4)
IT/Data input leader	\$65,000 p.a. (broadly in line with UN Grade P-2/P-3)
IT support staff	\$50,000 p.a. (broadly in line with UN Grade P-1/P-2)
Logistics staff	\$65,000 p.a. (broadly in line with UN Grade P-2/P-3)
Logistics support	\$50,000 p.a. (broadly in line with UN Grade P-1/P-2)
Chief analyst	\$80,000 p.a. (broadly in line with UN Grade P-3/P-4)
Deputy Analyst	\$75,000 p.a. (broadly in line with UN Grade P-3/P-4)
Financial controller	\$80,000 p.a. (broadly in line with UN Grade P-3/P-4)
40 AOR Supervisors	\$65,000 p.a. (broadly in line with UN Grade P-2/P-3)
- International staff operating in Iraq will require per diems of approximately \$30 per day. Local staff will be operating in their home region and so will not be eligible for per diems.
- Current estimated salaries (designed at a level to attract good quality candidates but not excessively generous to deter the mercenary element) for local staff are \$400 per month. Translators, where necessary, for international staff = \$400 per month per person (budget stipulates 50 translators but there may be savings if international staff includes Iraqis or other Arabic speakers).
- Purchase/leasing (whichever is more practical and economical) of 25 4x4 vehicles - one per AOR (20), one for Head Office and 1 per regional team leader = \$20,000 each
- Fuel and maintenance = \$200 per vehicle per month
- Transport for interviewers = \$200 per interviewer per month. This will be disbursed by international staff at local level, as individual transport needs will vary greatly in each region.
- 23 laptop computers (one per AOR and Regional office, 3 for Head Office) = \$1,000 each
- 20 digital cameras & 20 video cameras (\$150 & \$600 respectively)
- Mobile/satellite phones, VHF radios (2 per AOR) = \$800 per AOR
- Global Positioning Systems = \$200 each (one per international)
- International and domestic communications for Head Office = \$1,666 per month
- Rent and utility bills for head office and 20 AOR offices estimated at \$1000 each per month.
- Transport to and from Iraq for international staff estimated at \$700 per person per trip (allowing three return trips per person to account for home leave or personnel turnover)
- Printing of data entry forms = 50 cents each
- Stationery for offices = \$100 per month per office
- Medical/life/critical injury insurance for international staff - no estimates available at this time
- Travel costs to and from Iraq - \$700 per person

All costs are based on contemporary estimates for costs in Iraq (March 2003) and may be subject to adjustment.

**Monthly estimates**

<b>Time frame</b>	<b>Item</b>	<b>No.</b>	<b>Unit cost</b>	<b>Total cost</b>
<b>Month 1 HQ opened</b>	Transport for core staff to Iraq (air and ground)	10	\$700	\$7000
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	Translators	10	\$400 pcm	\$4000
	Vehicles	5 (1 each for HQ and 4 regional team leaders)	\$20,000	\$100,000
	Vehicles - Fuel and maintenance	5	\$200	\$1000
	Laptop computers	7 (3 for HQ and one each for 4 regional team leaders)	\$1000	\$7000
	Radios/satellite phones	One each for 4 regional team leaders	\$200	\$800
	GPS	One per regional team leaders	\$200	\$800
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ	1	\$1,000	\$1000
	Stationery	1	\$100	\$500
<b>Total</b>				<b>\$214,974</b>

Timeframe	Item	No.	Unit cost	Total cost
<b>Month 2</b> <b>Database established and tested</b>	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
<b>Recruitment of pilot project international supervisors completed</b>	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	Translators	10	\$400 pcm	\$4000
	Vehicles - Fuel and maintenance	5	\$200	\$1000
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ	1	\$1000	\$1000
	Stationery	1 office	\$100	\$100
<b>Total</b>				<b>\$100,374</b>

<b>Timeframe</b>	<b>Item</b>	<b>No.</b>	<b>Unit cost</b>	<b>Total cost</b>
<b>Month 3</b>	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	<b>3 pilot AOR offices opened</b>			
<b>60 witness interviewers recruited</b>	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	Translators	10	\$400 pcm	\$4000
	Vehicles - Fuel and maintenance	5	\$200	\$1000
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent/utility bills for HQ, 3 pilot AOR offices	4 offices	\$1000	\$4,000
	Stationery	4 offices	\$100	\$400
<b>Total</b>				<b>\$103,674</b>

Timeframe	Item	No.	Unit cost	Total cost
<b>Month 4</b> <b>Pilot project international (AOR) supervisors arrive</b> <b>60 witness interviewers employed – training starts</b>	Transport for core staff to/from Iraq for consultation	2	\$700	\$1400
	Transport for AOR supervisors to Iraq	6	\$700	\$4,200
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	International Supervisors salary	6	\$5,416	\$32,500
	International Supervisors per diems	6	\$30 per day per person	\$5,475
	Translators	16	\$400 per month	\$6,400
	Vehicles	3 - one per pilot AOR	\$20,000	\$60,000
	Vehicles - Fuel and maintenance	8 (including 5 previously bought)	\$200	\$1,600
	Laptop computers	3 - one per new AOR	\$1000	\$3,000
	Radios	6 - one per new international supervisor	\$200	\$1,200
	GPS	one per AOR supervisor	\$200	\$1200
	HQ communications		\$1,666 (\$20,000 p.a.)	\$1,666
	Rent and utility bills for HQ, 3 pilot AORs	4	\$1000	\$4,000
	Stationery	4	\$100	\$400
	Witness Interviewers	60	\$400	\$24,000
	Digital cameras/video cameras	3 – 1 each per new AOR	\$150 & \$600	\$2,250
<b>Total</b>				<b>\$240,499</b>

Timeframe	Item	No.	Unit cost	Total cost
Month 5  Newly trained witness interviewers start work  Information returned for analysis	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	International Supervisors salary	6	\$5,416	\$32,500
	International Supervisors per diems	6	\$30 per day per person	\$5,475
	Translators	16	\$400 per month	\$6,400
	Vehicles - Fuel and maintenance	8	\$200	\$1,600
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ, 3 pilot AORs	4	\$1000	\$4,000
	Stationery	4	\$100	\$400
	Witness Interviewers	60	\$400	\$24,000
	Transport allowance for Witness Interviewers	60	\$200	\$12,000
	<b>Total</b>			

Timeframe	Item	No.	Unit cost	Total cost
<b>Month 6</b> <b>3 Pilot offices fully operational</b> <b>Recruitment of next 10 international supervisors and 100 local interviewers completed</b>	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	International Supervisors salary	6	\$5,416	\$32,500
	International Supervisors per diems	6	\$30 per day per person	\$5,475
	Translators	16	\$400 per month	\$6,400
	Vehicles - Fuel and maintenance	8	\$200	\$1,600
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ, 3 pilot AORs	4	\$1000	\$4,000
	Stationery	4	\$100	\$400
	Witness Interviewers	60	\$400	\$24,000
	Transport allowance for Witness Interviewers	60	\$200	\$12,000
	<b>Total</b>			

Timeframe	Item	No.	Unit cost	Total cost	
Month 7  Interviewing continues in 3 pilot AORs  Review of progress in collaboration with analysis team	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400	
	Transport for new international supervisors to Iraq	10	\$700	\$7000	
	Core staff salary	13	\$6314 (average salary)	\$82,083	
Training of 10 international supervisors and 100 more local interviewers	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125	
	International Supervisors salary	16	\$5,416	\$86,656	
	International Supervisors per diems	16	\$30 per day per person	\$14,600	
	Translators	26	\$400 per month	\$10,400	
	Vehicles	5 - one per new AOR	\$20,000	\$100,000	
	Vehicles - Fuel and maintenance	13 (including 8 previously bought)	\$200	\$2,600	
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666	
	Rent and utility bills for HQ, 3 pilot AORs	4	\$1000	\$4,000	
	Stationery	4	\$100	\$400	
	Witness Interviewers	160 (of which 60 working, 100 training)	\$400	\$64,000	
	Transport allowance for Witness Interviewers	60	\$200	\$12,000	
	<b>Total</b>				<b>\$395,930</b>



Timeframe	Item	No.	Unit cost	Total cost
<b>Month 8</b>	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
<b>Interviewing continues in 3 pilot AORs and begins in next 5 AORs</b>	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	International Supervisors salary	16	\$5,416	\$86,656
	International Supervisors per diems	16	\$30 per day per person	\$14,600
	Translators	26	\$400 per month	\$10,400
	Vehicles - Fuel and maintenance	13	\$200	\$2,600
	Laptop computers	5- one per new AOR	\$1000	\$5000
	Radios	10 - 2 per new AOR	\$200	\$2000
	GPS	One per AOR supervisor	\$200	\$2000
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ, AORs	9	\$1000	\$9,000
	Stationery	9	\$100	\$900
	Witness Interviewers	160	\$400	\$64,000
	Transport allowance for Witness Interviewers	160	\$200	\$32,000
	Digital cameras/video cameras	5 - 1 each per new AOR	\$150 & \$600	\$3,750
	<b>Total</b>			

Timeframe	Item	No.	Unit cost	Total cost
<b>Month 9</b> <b>Interviewing</b> <b>continues in 8</b> <b>AORs</b>	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
<b>Recruitment of next 10 international supervisors and 100 more local interviewers completed</b>	International Supervisors salary	16	\$5,416	\$86,656
	International Supervisors per diems	16	\$30 per day per person	\$14,600
	Translators	26	\$400 per month	\$10,400
	Vehicles - Fuel and maintenance	13	\$200	\$2,600
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ, AORs	9	\$1000	\$9,000
	Stationery	9	\$100	\$900
	Witness Interviewers	160	\$400	\$64,000
	Transport allowance for Witness Interviewers	160	\$200	\$32,000
	<b>Total</b>			

Timeframe	Item	No.	Unit cost	Total cost	
<b>Month 10</b>	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400	
	Transport for new international supervisors to Iraq	10	\$700	\$7000	
<b>Interviewing continues in 8 AORs</b>  <b>Training of next 10 international supervisors and 100 more local interviewers</b>	Core staff salary	13	\$6314 (average salary)	\$82,083	
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125	
	International Supervisors salary	26	\$5,416	\$140,816	
	International Supervisors per diems	26	\$30 per day per person	\$23,725	
	Translators	36	\$400 per month	\$14,400	
	Vehicles	5 - one per new AOR	\$20,000	\$100,000	
	Vehicles - Fuel and maintenance	18 (including 13 previously bought)	\$200	\$3,600	
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666	
	Rent and utility bills for HQ operating AORs	9	\$1000	\$9,000	
	Stationery	9	\$100	\$900	
	Witness Interviewers	260	\$400	\$104,000	
	Transport allowance for Witness Interviewers	260	\$200	\$52,000	
	<b>Total</b>				<b>\$549,715</b>

Timeframe	Item	No.	Unit cost	Total cost
<b>Month 11</b>  <b>10 more international supervisors and 100 more local interviewers begin work</b>	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	International Supervisors salary	26	\$5,416	\$140,816
	International Supervisors per diems	26	\$30 per day per person	\$23,725
	Translators	36	\$400 per month	\$14,400
	Vehicles - Fuel and maintenance	18	\$200	\$3,600
	Laptop computers	5 - one per new AOR	\$1000	\$5000
	Radios	10 - 2 per new AOR	\$200	\$2000
	GPS	One per AOR supervisor	\$200	\$2000
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ, operating AORs	14	\$1000	\$14,000
	Stationery	14	\$100	\$1400
	Witness Interviewers	260	\$400	\$104,000
	Transport allowance for Witness Interviewers	260	\$200	\$52,000
	Digital cameras/video cameras	5 - 1 each per new AOR	\$150 & \$600	\$3,750
<b>Total</b>			<b>\$460,965</b>	

Timeframe	Item	No.	Unit cost	Total cost
Month 12  13 AORs operational  Recruitment of final wave of supervisors and interviewers completed	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	International Supervisors salary	26	\$5,416	\$140,816
	International Supervisors per diems	26	\$30 per day per person	\$23,725
	Translators	36	\$400 per month	\$14,400
	Vehicles - Fuel and maintenance	18	\$200	\$3,600
	Rent and utility bills for HQ, operating AORs	14	\$1000	\$14,000
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Stationery	14	\$100	\$1400
	Witness Interviewers	260	\$400	\$104,000
	Transport allowance for Witness Interviewers	260	\$200	\$52,000
	<b>Total</b>			<b>\$448,215</b>

Timeframe	Item	No.	Unit cost	Total cost	
Month 13  Interviewing continues in AORs	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400	
	Transport for new international supervisors to Iraq	14	\$700	\$9800	
Training of final 14 international supervisors and 140 local interviewers	Core staff salary	13	\$6314 (average salary)	\$82,083	
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125	
	International Supervisors salary	40	\$5,416	\$216,640	
	International Supervisors per diems	40	\$30 per day per person	\$36,500	
	Translators	50	\$400 per month	\$20,000	
	Vehicles	7 - one per new AOR	\$20,000	\$140,000	
	Vehicles - Fuel and maintenance	25 (including 18 previously bought)	\$200	\$5,000	
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666	
	Rent and utility bills for HQ, operating AORs	14	\$1000	\$14,000	
	Stationery	14	\$100	\$1400	
	Witness Interviewers	400	\$400	\$64,000	
	Transport allowance for Witness Interviewers	400	\$200	\$80,000	
	<b>Total</b>				<b>\$681,614</b>

Timeframe	Item	No.	Unit cost	Total cost
<b>Month 14</b>  <b>Final 14 international supervisors and 140 local interviewers begin work.</b>  <b>All AORs operational</b>	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	International Supervisors salary	40	\$5,416	\$216,640
	International Supervisors per diems	40	\$30 per day per person	\$36,500
	Translators	50	\$400 per month	\$20,000
	Vehicles - Fuel and maintenance	25 (including 18 previously bought)	\$200	\$5,000
	Laptop computers	7 - one for each new AOR	\$1000	\$7000
	Radios	14 - 2 per new AOR	\$200	\$2800
	GPS	One per AOR supervisor	\$200	\$2800
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ, operating AORs	21	\$1000	\$21,000
	Stationery	21	\$100	\$2,100
	Witness Interviewers	400	\$400	\$64,000
	Transport allowance for Witness Interviewers	400	\$200	\$80,000
	Digital cameras/video cameras	7 - 1 each per new AOR	\$150 & \$600	\$5,250
<b>Total</b>				<b>\$557,364</b>

Timeframe	Item	No.	Unit cost	Total cost
Months 15-18 All AORs operational	Transport for core staff & analysis staff to/from Iraq for consultation	2	\$700	\$1400
	Core staff salary	13	\$6314 (average salary)	\$82,083
	Core staff per diems	10 - home based staff ineligible	\$30 per day per person	\$9125
	International Supervisors salary	40	\$5,416	\$216,640
	International Supervisors per diems	40	\$30 per day per person	\$36,500
	Translators	50	\$400 per month	\$20,000
	Vehicles - Fuel and maintenance	25 (including 18 previously bought)	\$200	\$5,000
	HQ communications		\$1,666 (\$20,000 per annum)	\$1,666
	Rent and utility bills for HQ, operating AORs	21	\$1000	\$21,000
	Stationery	21	\$100	\$2,100
	Witness Interviewers	400	\$400	\$64,000
	Transport allowance for Witness Interviewers	400	\$200	\$80,000
	<b>Total</b>			<b>\$539,514 per month</b>

Additional costs: 2 extra return flights per international staff member (or flights for replacement international staff) -  $\$700 \times 2 = \$1400$  for 50 staff = **\$70,000**

Printing costs for 300,000 data entry forms estimated at 50 cents per form = **\$150,000**

**The projected funding from initial deployment of Core Staff to Iraq until the end of Month 18 is \$7,134,291 + Medical/life/critical injury insurance for international staff – no estimates available at this time**



## **Initial Funding Requirements**

To progress with the initial stage, funding needs to be in place for, at a minimum:

- A 3-day planning meeting in UK/US for 10 core staff with 5 international experts– Flights \$700 x 15 = \$10,500  
Consultancy fees 5 x \$500 per day = \$7,500  
Accommodation /food \$200 pp per day \$9000
- Salaries for the core staff for one year (to persuade them to leave current jobs) - \$985,000
- Medical/life insurance (no figures available at this time)
- Funding for first 6 months \$528,321 (excluding core staff salaries)

Total \$1,540,321

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## **Abbreviations**

ICG	International Crisis Group
ABA-CEELI	American Bar Association Central and East European Law Initiative
ICTY	International Criminal Tribunal for the Former Yugoslavia (in the Hague)
AOR	Area of Responsibility
NGO	Non-Governmental Organisation
AAAS	American Association for the Advancement of Science
GPS	Global Positioning System