



**ANNUAL PROGRAMME<sup>1</sup> NARRATIVE PROGRESS REPORT  
REPORTING PERIOD: 1 JANUARY TO 31 DECEMBER 2011**

<b>Programme Title &amp; Number</b>
<p>Programme Title: High Commission for Human Rights in Iraq: Capacity Building and Technical Support</p> <p>Programme Number: C9-34</p> <p><u>MDTF Office Atlas Number:</u> Award 00060476, UNDP Project 00076154</p>

<b>Country, Locality(s), Thematic Area(s)<sup>2</sup></b>
<p>Iraq, Baghdad</p> <p><u>ITF Sector:</u> Governance</p> <p>Nationwide promotion and protection of human rights</p>

<b>Participating Organization(s)</b>
<p>UNDP UNAMI – Human Rights Office / OHCHR</p>

<b>Implementing Partners</b>
<p>Council of Representatives (CoR) High Commission for Human Rights in Iraq: 0.</p>

<b>Programme/Project Cost (US\$)</b>	
MDTF Fund Contribution: <i>by Agency</i>	USD 500,000
Agency Contribution (UNDP) <i>by Agency</i>	USD 500,00
Government Contribution <i>(if applicable)</i>	0
Other Contribution (Belgium)	USD 402,751
<b>TOTAL:</b>	<b>USD 1,402,751</b>

<b>Programme Duration (months)</b>	
Overall Duration	18 months
Start Date <sup>3</sup>	25 August 2010
End Date or Revised End Date, <i>(if applicable)</i>	31 September 2012
Operational Closure Date <sup>4</sup>	31 September 2012
Expected Financial Closure Date	31 February 2013

<sup>1</sup> The term “programme” is used for programmes, joint programmes and projects.

<sup>2</sup> Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

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

<sup>4</sup> All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

### Programme Assessments/Mid-Term Evaluation

Assessment Completed - if applicable *please attach*

Yes  No Date: \_\_\_\_\_

Mid-Evaluation Report – if applicable *please attach*

Yes  No Date: \_\_\_\_\_

### Submitted By

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## I. Purpose

There is timely and demonstrated need for an effective High Commission for Human Rights (HCHR) in Iraq, in line with the mandate, power, resources and capacities stemming from the enabling law, which is able to play a crucial protection role at the national level, and represents an effective Paris Principles compliant institution at the regional and international levels. This project intervention seeks to ensure that the HCHR is in place and that it properly fulfills its roles. The intervention aims to ensure that the HCHR is being established and develops initial capacities to be an effective actor in the promotion and protection of human rights, to be a port of call for improvement of the human rights system in Iraq, including the provision of remedies to and prevention of human rights violations and abuses, and to deliver increasingly effective human rights services and programming. This will be done in a progressive manner, as funding is mobilized and in synchrony with the establishment of the policy and legal framework that will guide the HCHR. Initial activities will encompass the establishment of the Commission, through support to the selection of its members and the provision of essential tools to bridge the gap until the next fiscal period, in which Iraqi government resources will be available. The project will support initial capacity development of the Commissioners and key staff, as well as assist the Commission to lay the foundation for a medium and long term strategic plan.

The project outcome is enhanced rule of law and respect and protection for human rights in line with international standards.

The project outputs and activities are:

Output 1.1: Council Of Representatives (CoR) Committee on Human Rights (HR) and Experts Panel have a transparent process of nomination and selection of Commissioners and for the staff of the temporary Secretariat.

- Procurement of basic office equipment and supplies, to be transferred to the Secretariat once established.
- Placement of advertisements for nominations of the Commissioners.
- Provision of technical assistance and advisory services.
- Support for outreach and public information on the process of nomination and selection of Commissioners.

Output 1.2: HCHR temporary secretariat is able to support the work of the HCHR.

- Procurement of additional basic office equipment.
- Limited support for HCHR Secretariat operations until it receives its GoI budget allocation.
- Support for the establishment of the HCHR's outreach and public information office.
- Training for Commissioners and Secretariat staff.
- Technical Assistance and advisory support for the HCHR (travel of experts from Geneva; contract of specialized technical assistance).

Output 1.3: HCHR has an enhanced capacity to perform its mandate.

- Training of commissioners and key stakeholders on HR protection, prevention, women's rights, and outreach.
- Exposure of commissioners to relevant experience of HR Commissions in select countries.
- Development by HCHR of basis for a medium and long term Strategic Plan.

The Programme, approved in June 2010, relates to the Strategic (UN) Planning Framework guiding the operations of the Fund at a similar time as the UN Country Team made a transition to three key new documents which have a direct effect on this project and UNDP-Iraq. These documents are described below.

- The United Nations Development Assistance Framework for Iraq 2011–2014 (UNDAF)

The UNDAF was prepared by the United Nations Country Team in Iraq in consultation with the Government of Iraq and other partners, with the aim of improving the lives of the people of Iraq, and particularly the most vulnerable, in alignment with the national priorities and Millennium Development Goals. The United Nations Development Assistance Framework (UNDAF) 2011-2014 is the first for Iraq, marking a significant milestone in the nation's recovery and transition towards longer term development. Based upon and prepared in parallel with the Iraq Five Year National Development Plan (NDP) 2010-2014, the UNDAF provides a coherent and coordinated strategy for the delivery of UN assistance that embodies the Paris Principles, and supports the newly elected Iraqi administration in meeting its various obligations. The focus of the UNDAF implementation is to foster national capacity and leadership of the development process, within governmental, non-governmental and social institutions, in order to transition the country from the impact of violence and repression characterizing recent decades. Five UNDAF priorities have been identified, providing the scope and strategic direction of the UN system's support to Iraq in the next four years, namely:

1. Improved governance, including the protection of human rights.

2. Inclusive, more equitable and sustainable economic growth.
3. Environmental management and compliance with ratified international environmental treaties and obligations.
4. Increased access to quality essential services.
5. Investment in human capital and empowerment of women, youth and children.

- Country Programme Document 2011-2014 (CPD)

The first Country Programme was endorsed by GoI and approved by the Executive Board of UNDP on 3 September 2010. The Country Programme is aligned with the National Development Plan and is nested within the UNDAF. UNDP has identified four priority areas of synergy with National Development Plan and UNDAF, namely: a) fostering inclusive participation, b) strengthening accountable and responsive governing institutions; c) promoting inclusive growth, gender equality, climate change mitigation and adaptation and MDG achievement; and d) restoring the foundations for development. The Country Programme takes into account that UNDP operates under the overall mandate of the United Nations Assistance Mission in Iraq (UNAMI) focussing on the role of supporting the Government of Iraq (GoI) in the transition towards national reconciliation, peace and stability through work on governance, poverty alleviation, economic recovery and environment guided by conflict prevention and recovery approaches identified in five outcomes and respective outputs. Five Country Programme priorities have been identified, providing the scope and strategic direction of UNDP to Iraq in the next four years, namely:

- 1) GoI and civil society have strengthened participatory mechanisms in place for electoral processes, national dialogue and reconciliation;
- 2) Enhanced rule of law, protection and respect for human rights in line with international standards;
- 3) Strengthened regulatory frameworks, institutions and processes in place for accountable, transparent and participatory governance at national and local levels;
- 4) GoI has the institutional framework to develop and implement MDG-based pro-poor, equitable and inclusive socio-economic and environmental policies and strategies;

5) Enabling policy and frameworks for rapid economic recovery, inclusive and diversified growth and private sector development.

- Country Programme Action Plan 2011-2014 (CPAP)

The CPAP, signed on 14 March 2011, is a legal agreement between the Government and UNDP based upon the Country Programme Document. The 2011-2014 CPAP is a four-year living document defining the mutual cooperation and programme of work shared between the Government and UNDP. It is a response to the specific challenges identified in the UN Common Country Assessment 2009 and the UN response as outlined in the UN Development Assistance Framework 2011-2014. These, in turn, take account of the Millennium Development Goals, the Iraq National Development Plan as well as the lessons learned from past UNDP programming in Iraq. The CPAP, has been prepared in close consultation with key stakeholders, defines the goals, and broad outline of strategies and activities that the Government and UNDP jointly subscribe to, with agreed financial parameters. The CPAP further elaborates the five CPD outcomes and respective outputs of UNDP, and includes a specific output of “Key government and non-governmental institutions have strengthened capacities to better protect and promote human rights in relation to international standards” which incorporates this ITF project.

## II. Resources

### *Financial Resources:*

- Funding for this project has been possible with support from three sources of funding. This includes support from the ITF for USD 500,000 with matching UNDP Agency contribution of USD 500,000 and a similar contribution from the Government of Belgium of USD 402,751. All funds have been received.
- A budget revision to accommodate increased funds was requested and conducted 20 June 2011, due to the arrival of the Belgium contribution.

- *Human Resources:*

During 2011 the following national staff was in place to manage and implement the programme:

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No	UNDP Position Title	No	Duration
1	Associate Project Officer (SC8)	1	12 months

The following international staff were in place to manage and implement the programme:

No	UNDP Position Title	No	Duration
1	Project Manager (P4)	1	12 months
2	International Technical Advisor	1	6 months

## III. Implementation and Monitoring Arrangements

Project implementation commenced with in election results of the new GoI Council of Representatives (CoR) and formation of the new Government. The CoR appointed a Committee on Human Rights with early discussions on the establishment of the High Commission of Human Rights which resulted in the formation of a Committee of Experts. The Committee of Experts was formed to manage the selection process of the HCHR Commission membership and establish the Secretariat.

- UNDP during 2011 provided mentoring and ongoing support to the Committee of Experts which promoted the establishment of the High Commission of Human Rights and has supported the selection process of the 11+3 HCRC Commissioners.

- Additionally, UNDP has provided ongoing direct support to the newly formed Secretariat and developed capacity and trust as a pre-requisite to the establishment of the High Commission of Human Rights.
- UNDP and UNAMI HRO / OHCHR undertook all discussions in full consultation and worked closely with the key stakeholders to enable project implementation as efficiently as possible.
- Monitoring of the project was ensured through regular meetings, reporting, consultations and feedback from COE. Three meetings were held between COE and UNDP senior management to ensure that the required support has been provided in timely and professional manners, as well as to follow up on progress of the selection process.
- Procurement procedures utilized and variance in standard procedures.

UNDP Iraq follows the Financial Regulation and Rules (FRR) and the Procurement Manual posted under the Programme and Operations Policies and Procedures (POPP) which provides the framework to carry out procurement processes. The following bullets serve as guiding principles within the procurement process at UNDP Iraq. These principles are:

- Best Value for Money;
- Fairness, Integrity, Transparency;
- Effective International Competition.

UNDP defines procurement as the overall process of acquiring goods, civil works and services which includes all functions from the identification of needs, selection and solicitation of sources, preparation and award of contract, and all phases of contract administration through the end of a services' contract or the useful life of an asset. UNDP has two primary documents, the Financial Regulations and Rules and Procurement Manual, which specify solicitation procedures for supply of goods, services, or works, including appropriate methods for evaluating and selecting awardees and possible contracts. The Regulations and Rules and Procurement Manual also indicate which conditions justify waiving the competitive tendering process in favor of direct contracting.

Further, in order to ensure compliance with UNDP regulations, rules, policies and procedures, all procurement activities at UNDP-Iraq are subject to a review and approval process prior to an award of a procurement contract.

In summary UNDP-Iraq Procurement Unit follows the rules, regulation and there is no variance in standard procedures.

#### **IV. Results**

- The project commenced in 2011 with full implementation with good gains on results to date identified against the outputs:

### Achievements in 2011 against project outputs and activities

<p>Output 1.1</p> <p>1.1.1. Procurement of basic office equipment and supplies, to be transferred to the Secretariat once established.</p> <p>1.1.2. Placement of advertisements for nominations of the Commissioners.</p> <p>1.1.3 Provision of technical assistance and advisory services.</p> <p>1.1.4 Support for outreach and public information on the process of nomination and selection of Commissioners.</p>	<ul style="list-style-type: none"> <li>• The Project Manager recruited and arrived in 2011.</li> <li>• Processed request and procurement for IT equipment to initiate work of the Secretariat during 2011.</li> <li>• Conducted a five day workshop for 20 members of the Secretariat and Committee of Experts to assist in the establishment of the selection mechanism and framework for the selection of the Human Rights Commissioners 1-7 June 2011.</li> <li>• Conducted a second five day workshop for 20 members of the Secretariat and the Committee of Experts which examined international experiences and best practices in the establishment of Human Rights Commissions. Representatives from South African, Malaysia, and Palestine Human Rights Commissions were invited and presented their experiences on the establishment of their respective Commissions. During this workshop each Commission explained the organizational structure of the various Commissions, and the criteria used for the selection of the Commissioners. 6-10 September 2011.</li> <li>• -Several outputs identified as an outcome of the workshops included;             <ul style="list-style-type: none"> <li>○ Defined the cycle and different phases in the selection of the Human Rights Commissioners;</li> <li>○ Reached agreement on future support requirements to the</li> </ul> </li> </ul>	<p><b>% of planned</b></p>	<p>100%</p>
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	<p>organisational structure of the Human Rights Commission;</p> <ul style="list-style-type: none"> <li>○ Reached consensus on the role of the Commissioners;</li> <li>○ Defined final selection criteria for shortlisting of Commissioners;</li> <li>○ Interview framework identified and established.</li> </ul> <ul style="list-style-type: none"> <li>● Provided on-going technical advisory support to the COE.</li> <li>● Final selection framework developed and approved by the COE,</li> <li>● Provided logistical support to conduct interviews for 49 (including 17 female) shortlisted applicants for the Human Rights Commissioners.</li> <li>● Provided ongoing technical support which has supported the final evaluation of 11+3 Human Rights Commissioners.</li> </ul>		
<p>Output 1.2.</p> <p>1.2.1. Procurement of additional basic office equipment.</p> <p>1.2.2. Limited support for HCHR Secretariat operations until it receives its GoI budget allocation.</p> <p>1.2.3. Support for the establishment of the HCHR's outreach and public information</p>	<ul style="list-style-type: none"> <li>● Organised and conducted two public information campaigns on the selection process and completed in Baghdad and Erbil.</li> <li>● Conducted one media campaign to raise awareness on Human Rights issues and the mechanism of prevention and protection in Iraq.</li> <li>● Conducted one Human Rights Civil Society Round Table with participants from 18 NGOs on the selection process and the role of the Independent High Commission for Human Rights in Baghdad. November 2011.</li> </ul>	<p><b>% of planned</b></p>	<p>70%</p>

<p>office.</p> <p>1.2.4. Training for Commissioners and Secretariat staff.</p> <p>1.2.5. Technical Assistance and advisory support for the IHCHR (travel of experts from Geneva; contract of specialized technical assistance).</p>	<ul style="list-style-type: none"> <li>• Recruited a Technical Advisor 4<sup>th</sup> Quarter 2011.</li> <li>• Developed interview and evaluation framework.</li> <li>• Conducted training course on the evaluation of interview questions.</li> <li>• Completed the plan of capacity development. .</li> </ul>		
<p>Output 1.3</p> <p>1.3.1. Training of commissioners and key stakeholders on HR protection, prevention, women's rights, and outreach.</p> <p>1.3.2. Exposure of Commissioners to relevant experience of HR Commissions in select countries.</p> <p>1.3.3. Development by HCHR of basis for a medium and long term Strategic Plan.</p>	<p>Exposed COE during 3<sup>rd</sup> Quarter 2011 to relevant experiences and best practices of HR Commissions including Palestine, South Africa and Malaysia.</p> <p>Completed Phase III shortlist identifying 164 candidates with 37 female applicants.</p> <p>Planned for interviews with 49 interviews conducted of which 17 were female candidates for interviews during 6-13 February 2012 in Baghdad.</p>	<p><b>% of planned</b></p>	<p>40%</p> <p>Note:</p> <p>6 April 2012 11 +3 Human Rights approved</p>

Implementation of the project commenced upon arrival of the Project Manager in April 2011. An assessment report and work-plan was shared and approved by UNAMI Human Rights Office (HRO) identifying support to the Committee of Experts (COE) on the establishment of the Secretariat, within a limited timeframe.

Members of the temporary Human Rights Secretariat were nominated and endorsed by the Council of Representatives. The Members commenced their duties and responsibilities regarding the selection of the Commissioners.

A Committee of Experts was formed in 2011 to manage the selection process of the HCHR 11+3 Human Rights Commissioners. A substantive amount of interest was generated which resulted in 3,085 applications being submitted for the 11+3 Human Rights Commissioner posts. These numbers were reduced to 164 applicants, which included 37 female candidates. Further shortlisting took place in 2011 with 49 candidates, selected for interview. The final selected candidates are to be interviewed in Quarter 1, 2012 and this project will continue to provide logistical support for this process. If interviews go well there is potential for the naming of Human Rights Commissioners within the first half of 2012.

UNDP and UNAMI HRO with technical support from the Asian Pacific Forum organised a five day workshop 1-7 June 2011 to assist in the establishment of the selection mechanism and framework. Twenty participants from the Secretariat and Committee of Experts participated in this workshop where general criteria for the selection of the Commissioners were outlined. The resulting framework was finalized and endorsed by the CoR. Technical and operational support to the Secretariat continued throughout 4<sup>th</sup> Quarter to assist in the selection of the Human Rights Commissioners and support the organisational structure of the Commission.

UNDP continued to provide support to the Committee of Experts (COE) on the selection of the Human Rights Commissioners. At a meeting 7 August 2011, the CoE requested that the UN strengthen its support for the process, specifically requesting the opportunity to examine different experiences, best practices, and lessons learnt from other Commissions.

In response, UNDP and UNAMI HRO organized a workshop from 6-10 September 2011 to provide a forum for the CoE to discuss several outputs including the final phase of selection of the human rights commissioners, agreement upon the future organizational structure of the commission, what the role of the commissioners should be, and the exact final selection criteria and interview framework to be used in the identification of the 11 Commissioners. This workshop brought together twenty participants from the Secretariat and Committee of Experts and representatives from Human Rights Commissions in South Africa, Malaysia and Palestine who were invited to present their experience on the establishment of their respective Commission and to explain the organisational structure of the various Commissions, and the criteria used for selection of Commissioners.



Photo 1: Dr. Saleem Al Jbouri, the Chair-Person of the CoE, and the South African Human Rights Commissioner Ms. Lindiwe Mokate at a Workshop September 2011 on the Establishment of the Iraq Human Rights Commission.

The resulting framework was finalized and endorsed by the CoR. Technical and operational support to the Secretariat continued throughout 4th Quarter to assist in the selection of the Human Rights Commissioners and support the organisational structure of the Commission.

As a result of strategic outcomes developed in the workshop, 164 out of the 3,085 applications were processed and shortlisted for the final selection phase of the Human Rights Commissioners, including 37 female applicants. The Committee of Experts (CoE) carried out a collective evaluation to identify the top 50 candidates for interview.

Two public information campaigns were conducted to raise awareness on the role of the Human Rights Commission which highlighted transparency within the selection process of the Human Rights Commissioners.

Human Rights campaigns were organised and broadcast during the observance of International Human Rights Day, organised in partnership with the COR, to recognize the importance of Human Rights and to show support to the establishment of the IHCHR. The event was attended by the Speaker of COR, Donors, Heads of Agencies. Support has been provided to the Human Rights Film festival, to advance the promotion of Human Rights culture in Iraq.

A Human Rights Civil Society roundtable was organised, in November 2011, in Baghdad with participation of 18 NGOs. Two papers will be presented and adopted on: a) Framework on effective engagement of Civil Society with the Human Rights Commission and the COR Human Rights Committee. b) Framework on establishment of a partnership between Civil Society and UN agencies to promote Human Rights in Iraq.

The CoR voted to approve the law on Iraq's accession to the UN Convention on the Rights of Persons with Disabilities 23 December 2011 with ratification anticipated in early 2012. A Technical Advisor was recruited 4<sup>th</sup> Quarter 2011 for 6 months to provide the required support to the Commissioners upon selection, assist capacity development training programmes, and develop a set of strategies to ensure that the Human Rights Commission will effectively perform its function and duties.

UNDP and UNAMI HRO have agreed to request an ITF extension so that the UN support can continue to provide support to the Council of Representative Human Rights Committee as the Committee is expected to fill the institutional void while the High Commission for Human Rights is established.

- Provide an assessment of the programme based on performance indicators as per approved programme document using the template in Section VI, providing clear evidence on the linkages of outputs and outcomes achieved, if applicable.

Please refer to Section VI.

## **V. Future Work Plan**

- Adjustments have been made to the work-plan to outline the support to the Human Rights Commission and the Human Rights Commissioners till September 2012 at operational closure of the project.
- The ongoing technical advisory support will continue to provide the required support to the Commissioners, assist through capacity development training programmes, and develop a set of strategies to ensure that the Commission will effectively perform its function and duties. Additionally, joint support with IAU is approved, to assist the establishment of the database and the website of the Commission.
- Training course will take place in February 2012 targeting 15 members of COE on interview and evaluation skills.
- Under the support of this project it is anticipated that 49 candidates, out of which 17 are female applicants, will be interviewed in February 2012.
- It is anticipated that the 11+3 Human Rights Commissioners will take up duties in 2012.

## VI. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
<b>Outcome 1 Enhanced rule of law and respect and protection for human rights in line with international standards</b>							
<b>Output 1.1</b> Council Of Representatives (CoR) Committee on Human Rights (HR) and Experts Panel have a transparent process of nomination and selection of Commissioners and for the staff of the temporary Secretariat	Indicator 1.1.1 Selection Process in place	No	Yes	Yes		Project progress report	As mentioned in Section III implementation did not commence in 2010.
	Indicator 1.1.2 Experts panel and HR Committee of CoR trained on proficiency based nomination and interviews	No	1	15		Proficiency based interview procedure and training report	
	Indicator 1.1.3 Number of Public information campaigns on the process of nominations and selection of commissioners	0	2	2		Campaign reports	
	Indicator 1.1.4 Temporary Secretariat in Place	No	Yes	Yes		Project progress report	
<b>Output 1.2</b> HCHR temporary secretariat is able to support the work of the HCHR	Indicator 1.2.1 Number of work stations equipped for secretariat staff	0	6	6		Project progress report	
	Indicator 1.2.2 Organigramme for the secretariat is in	No	Yes	Yes		Project progress report	

	place					
	Indicator 1.2.3 Terms of reference for the secretariat and staff drafted Project progress Report	No	Yes	Yes		Project progress report
	Indicator 1.2.4 Work plan for the secretariat is prepared	No	Yes	Yes		Project progress report
	Indicator 1.2.5 Operational budget for the permanent secretariat in place	No	Yes	Yes		Project progress report
	Indicator 1.2.6 Number of secretariat staff trained on operations and management issues related to the secretariat	0	8	8		Training and workshops report
	Indicator 1.2.7 Percentage of secretariat staff fully satisfied with the quality of the training in terms of relevance and usefulness	NA	80%	100%		Post training assessment
	Indicator 1.2.8 Number of secretariat staff trained on protection prevention, women's rights,	0	90%	100%		Training and workshop reports

	and outreach					
	Indicator 1.2.9 Percentage of secretariat staff satisfied with the quality of the training in terms of relevance and usefulness	NA	80%	80%		Post training assessment
	Indicator 1.2.10 Needs assessment to determine future HCHR needs	No	Yes	Yes		Reports
<b>Output 1.3</b> HCHR has an enhanced capacity to perform its mandate	1.3.1 Number of commissioners trained on HR protection prevention, women's rights, and outreach	0	11	Rolled out 2012 upon the selection of the Commissioners	Commissioners not yet in place. 2011 has resulted in a series of shortlisting for interviewing and selection in 2012.	
	1.3.2 Percentage of commissioners fully satisfied with the quality of the training in terms of relevance and usefulness	0	80%	Rolled out 2012, upon the selection of the Commissioners	Not initiated as Commissioners not yet in place. Selection in 2012.	
	1.3.3 Number of public outreach activities undertaken	0	20 (10 Press releases 10 conferences)	4		
	1.3.4 Number of Commissioners and staff trained on communication skills.	0	11	Rolled out 2012, upon the selection of the Commissioners		

1.3.5 Percentage of commissioners fully satisfied with the quality of the training in terms of relevance and usefulness	0	80%		Not initiated as Commissioners not yet in place. Selection in 2012.		
1.3.6 Number of commissioners exposed to relevant experience of HR Commissions in selected countries.	0	3	Rolled out 2012 upon the selection of the Commissioners	Twenty (20) members of the Secretariat and the Committee of Experts were exposed to relevant experience of Human Rights Commissions in South Africa, Malaysia and Palestine.		
1.3.7 IHCHR medium and long term Strategic Plan prepared	No	Yes	Rolled out 2012, upon the selection of the Commissioners			