



ISHR  
ANNUAL REPORT  
2007

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## 1. INTRODUCTION

### 1.1 An overview of the year's developments and challenges

In 2007 year ISHR conducted a full restructuring of the organisation. In late 2006, ISHR had carries out an internal review of the structure and organisational system. A general finding was that the structure was not viable to respond to the current and foreseeable external and internal pressures and demands on the organisation. Also, it did not accurately reflect ISHR's ongoing and long-term strategies. Therefore a new structure was designed, with input from all staff. ISHR believes that it will allow to respond to the above future challenges while reinforcing the collaboration and synergies among the Programmes.

In August, ISHR moved into a new office, which is located in the same building on the 5th floor. The office space is more adapted to ISHR's development and new structure.

The increased information and reporting demands related to the new Human Rights Council identified in 2006 continued to place pressure on our monitoring and reporting activities. The continued institution-building process of the Council placed very significant pressure on ISHR's monitoring team in the first half of 2007. With three regular sessions and one special session held in 2007, the Council's regular work engaged us in monitoring on an almost continuous basis. We continued to produce these reports throughout 2007 and have improved their quality through an increased level of analysis of relevant discussions as well as their overall readability. The demands of the Council have also placed a considerable strain on our human resources and have at times affected our work in other areas, including in relation to monitoring the treaty bodies and developing strategies and policies for advocacy. In particular, the reporting on the many meetings of the treaty bodies was difficult to balance with the Council monitoring. Meeting the increased demands of the Council while also meeting demands in other areas will continue to be a challenge. The challenges ahead are to maintain the high quality of our information resources and their timely publication.

The *Daily Updates* on the Human Rights Council are intensely resource demanding to produce at the high level of quality and timeliness that we are committed to. This year for the first time three Geneva Training Courses (English, French and Arabic) were organised at the same time during the 4th session of the Human Rights Council.

A key development this year was the launch of the *New York Monitor*. The *New York Monitor* provides timely analytical updates on human rights developments at the UN in New York. The New York Monitor distribution list was created in May 2007 and has been used to distribute the *New York Updates* on the Security Council, the General Assembly, the Permanent Forum on Indigenous Issues, and the Peacebuilding Commission. During the last six months, such updates have included reports on the Peacebuilding Commission, the General Assembly, including the process leading to the

adoption of the *Declaration on the Rights of Indigenous Peoples*, and the Human Rights Council and Security Council elections.

We also continued to engage in promoting the accreditation by ECOSOC of human rights defenders working on lesbian, gay, bisexual and transgender issues. We also coordinated, in collaboration with a number of NGOs, and co-sponsored by several Latin American States, a Yogyakarta Principles panel discussion.

The most notable change in the Training and Internship Programmes occurred on account of the restructure of ISHR. Under the new structure, the position of training specialist was established and in October 2007 the new training specialist also assumed the role of internship coordinator, in place of the former Human Rights Officer of the Information Programme.

In Africa, we are in the second year of implementation of our Africa Strategy 2006-2009. Since 2002 ISHR has increased its activities in Africa to respond to the challenges faced by human rights defenders in that continent. This engagement has been further developed in recent years, with a focus on strengthening civil society and the capacities of regional networks as well as enhancing protection mechanisms and engaging national human rights institutions in the protection of human rights defenders.

Our work at the African Commission for Human and Peoples' Rights on the situation of defenders during election periods has been conducted in parallel to the work carried out on this same issue with the Togolese Human Rights Defenders Coalition. Our activities, which have seen the involvement of the UN presence in the country, the government and other stakeholders, have contributed to building trust among all relevant actors and permitting the Togolese Coalition to play its role as electoral observer. It was the first time in the country that civil society organisations could safely take up an election-monitoring role.

ISHR's activities in the Asia Pacific region were directed towards promoting practical knowledge about international and national mechanisms for the protection of defenders, exploring the role of national human rights institutions as protection mechanisms for defenders, and promoting collaboration between national institutions and other human rights defenders. As no regional human rights system exists in the Asia Pacific, the Asia Pacific Forum of National Human Rights Institutions (APF) provides the most appropriate structure, bringing together all the national institutions in the region in order to discuss human rights issues from a regional perspective and with a regional approach. Our activities in Asia were therefore centered on and around this forum.

Again in addition, we had to do what we ordinarily do: monitor the sessions of treaty bodies and the human rights discussions in the General Assembly and the Security Council, conduct training courses at the regional and country level outside Geneva, support human rights defenders, especially women human rights defenders, throughout the world through the specialist international and regional mechanisms and directly through network and capacity building. ISHR continued to mainstream women human rights defenders' issues into all its activities in 2007.

In November, ISHR organised a donors' meeting in its new office. The new structure was presented, and each Programme introduced its current and short-term activities. The Activity Plan for 2008 was distributed to attendees and adequately discussed.

Our fundraising efforts were reinforced by the financial support of two new donors, both US-based foundations. However, two traditional donors informed ISHR during the last quarter of the year that they would not be in a position to provide funding for 2007, which resulted in revenue being considerably lower than budgeted.

During the last three years ISHR has significantly grown, a consequence of which is the need for consolidation in 2008 and the needs to obtain donor support for so that we are able to financially sustain ourselves as well as increase our reserves.

Another issue worth noting is that in December 2007, our until-then Director Chris Sidoti, whom has largely promoted and developed the organisation left ISHR. He left the organisation with solid programmes and a dedicated staff with expertise in all areas of work of the organisation. Our Deputy Director Musa Gassama, who has been with the organisation since 2004, is currently Acting Director while the Board concludes the recruitment process for a new Director who is likely to be in office by April 2008.

## **1.2 ISHR Strategic and Action Plan**

In 2006 our new Strategic and Action Plan for 2006 to 2009 commenced. The Plan had been developed and adopted in 2005. The Plan sets six strategic priorities for the four-year period:

- Contribute to the empowerment of human rights defenders and promote the development, use and effectiveness of international, regional and national mechanisms for their protection;
- Promote the use and effectiveness of international human rights law and mechanisms, including the UN Security Council, the General Assembly, the Commission on Human Rights or its successor and the Special Procedures and human rights treaties bodies, and an understanding of how these mechanisms influence the realisation of human rights;
- Promote the use and effectiveness of regional human rights law and mechanisms and the cross-fertilisation of experiences across international and regional human rights systems;
- Collaborate with national human rights institutions in strengthening and building their capacity, especially in effectively protecting human rights defenders, and in enhancing their use by human rights defenders and their links with international and regional human rights mechanisms;
- Facilitate strategic collaboration among human rights non-government organisations and their participation in international and regional mechanisms;

- Carry out advocacy and develop policy on issues that affect human rights protection systems and the work of human rights defenders where there is an identified need and our participation adds value.

To pursue these strategic priorities the Plan identifies five activity areas:

- Information;
- Education and training;
- Human rights defenders;
- Internships; and
- Liaison, coordination and advocacy

and two administrative areas:

- The New York Office; and
- Management and administration.

The Plan is implemented each year through an annual Activity Plan. This Annual Report for 2007 should be read in conjunction with the Strategic and Action Plan 2006-2009 and the Activity Plan 2007. It describes the specific activities of the second year of implementation of the four-year Plan by activity and administrative area. It also highlights, for each activity area, some of the lessons we have learned in implementing the Plan.

## **2. ACTIVITIES**

### **2.1. International Human Rights defenders Programme**

#### **2.1.1. *Monitoring and reporting***

##### *Challenges over the year*

The increased information and reporting demands related to the new Human Rights Council identified in 2006 continued to place pressure on our monitoring and reporting activities. First of all, the continued institution-building process of the Council placed very significant pressure on ISHR's monitoring team in the first half of 2007.

In 2006, we initiated a new publication covering the sessions of the Council, the *Daily Updates*, that analyses each day's debates and is published and distributed by the following morning. With three regular sessions and one special session held in 2007, the

Council's regular work engaged us in monitoring on an almost continuous basis. We continued to produce these reports throughout 2007 and have improved their quality through an increased level of analysis of relevant discussions as well as their overall readability.

In 2007, we also continued to refine the style and format of all of our publications to better meet the needs of our core audiences. This remains a continuing challenge. The demands of the Council have placed a considerable strain on our human resources and have at times affected our work in other areas, including in relation to monitoring the treaty bodies and developing strategies and policies for advocacy. In particular, the reporting on the many meetings of the treaty bodies was difficult to balance with the Council monitoring. Meeting the increased demands of the Council while also meeting demands in other areas will continue to be a challenge. The challenges ahead are to maintain the high quality of our information resources and their timely publication.

#### *2.1.1.2. Human Rights Monitor*

The *Human Rights Monitor* is ISHR's flagship publication, published in hard copy form at the beginning of each year to provide an overview of the previous year's developments in the international human rights bodies. ISHR published the 2006 *Human Rights Monitor* in hardcopy in May 2007, followed by the accompanying CD-Rom in June 2007 with all of the more detailed reports on each of the sessions produced in electronic form over the year. The French translation of the Monitor was published in July 2007 (web based only).

The Monitor provided an overview of all the developments of the core UN human rights mechanisms in 2006, including the new Human Rights Council's first six months, its institution-building process, the final session of the Sub-Commission on the Promotion and Protection of Human Rights, the treaty-monitoring bodies, the General Assembly, and the Security Council. It also analysed attempts at creating new international human rights standards. The Monitor further consolidated the move away from narrative reporting and toward critical analysis of these developments.

The printed edition and the CD-Rom were distributed by post in May 2007, during sessions of the Council, and at our training courses and other activities at the international, regional and national levels.

ISHR is committed to making its key publications available in languages other than English. While we were able to find funding for the translation of the *Human Rights Monitor* into French, securing funding for translation continues to present a key challenge. We have identified producing the Monitor in French as a key objective for 2008.

#### *2.1.1.3. Human Rights Monitor series*

In addition to the annual print *Human Rights Monitor*, ISHR also produces a large number of reports on each of the meetings of the key international human rights bodies that are published on our Website and distributed to subscribers by email.

In 2006, ISHR created the Human Rights Monitor series. Under this banner we produced the *Council Monitor*, which reports on all discussions and developments related to the Human Rights Council, the *Treaty Body Monitor*, containing reports on each State examined by the seven treaty bodies, and the *New York Monitor*, which reports on human rights-related developments in the General Assembly, the Security Council and other New York-based bodies.

Under the *Council Monitor* series, we continued to provide ***Council Alerts*** before each session of the Council to the mailing list and on the Website, highlighting the issues to be discussed at the forthcoming session.

ISHR also continued to publish ***Daily Updates*** of each meeting of the Council. This amounted to 35 during the reporting period, covering the 4th, 5th and 6th sessions of the Council in March, June and September 2007. We have continued to receive extremely positive feedback on this publication and the number of subscribers has continued to grow and is now at more than 800.

The dissemination of information relating to the institution-building process accelerated in tandem with the work of the Council's institution-building Working Groups on the review of mechanisms and mandates and on the universal periodic review (UPR). As well as publishing final reports on each of the sessions of the Working Groups in April 2007, ISHR began to publish ***Daily Highlights*** on the outcomes of each day, which were then e-mailed to the mailing list so that NGOs outside Geneva could follow the discussions and developments more immediately.

ISHR also monitored and reported on the work of the International Coordinating Committee of National Human Rights Institutions in March 2007, the annual meeting of the special procedures in June 2007, the Inter-Committee Meeting and the meeting of chairpersons of the treaty bodies, the Working Group on an Optional Protocol to the International Covenant on Economic, Social and Cultural Rights in July 2007 and the Preparatory Committee for the Durban Review Conference in August 2007.

As part of the ***Treaty Body Monitor***, ISHR monitored and reported on the sessions of the Committee against Torture, the Committee on Economic, Social and Cultural Rights, the Human Rights Committee, the Committee on the Elimination of Racial Discrimination and the Committee on Migrant Workers. The New York Office took charge of the monitoring and reporting related to the Committee on the Elimination of Discrimination against Women.

#### ***2.1.1.4. Other information resources***

In addition to the above-mentioned reports, ISHR also produced in 2007:

***Reports in Short*** - summaries of all the substantive reports, especially the reports of the special procedures, to be considered by the Human Rights Council. This is an electronic publication that is published on ISHR's Website. ISHR also distributed printed copies

of the summaries of reports that were being considered on that day, each day at the Council.

***Info-Pack*** - this publication provides up-to-date contact details and other practical information on the UN and regional human rights mechanisms. The *Info-Pack* also provides practical information on the Office of the High Commissioner for Human Rights, including its field presences, details of national human rights institutions and human rights NGOs worldwide. It is published twice a year on ISHR's Website and also distributed in a hard copy form to training course participants. The *Info-Pack* is produced in English and French.

In response to the needs identified in 2006, we produced a *Simple Guide to the Treaty Bodies* with basic and practical information on what they are and how NGOs and human rights defenders can use them. The Simple Guide was distributed to the participants of our treaty body training course and will be made available through the Website in 2008. We had intended to also produce a Simple Guide to the special procedures in 2007. However, due to the uncertainty regarding the future of the special procedures system and lack of human resources, we decided to postpone this activity to 2008.

#### *2.1.1.5. Lessons learned*

##### ***Producing timely and analytical information***

The *Daily Updates* are intensely resource demanding to produce at the high level of quality and timeliness that we are committed to. This activity has placed enormous strain on our human resources. According to evaluations and the feedback received, the *Daily Updates* are of great value to human rights defenders wanting to engage with the Council and we therefore believe that they still merit the enormous effort required to produce them. However, we continue to closely evaluate whether the value of the work merits its continuation.

##### ***Need for standard formats and styles for reports***

There is still a need to finalise a formal style for the authoring of some of our reports, and time still needs to be dedicated to putting this in a style sheet. This has to be closely coordinated with our New York Office. A lot of time will subsequently be saved in oral briefings for interns and when editing the reports. It will also, obviously, improve the quality of our material.

##### ***Better identification of core audiences***

We have articulated a clearer definition of our core audiences, which will help us better tailor our information and reports to their needs and carry out evaluations that are tailored to each publication. We have identified different audiences depending on the nature of the publication. The more regular publications, like the *Daily Updates*, are for a narrow audience with a high level of knowledge of the human rights system. The less

frequent publications are for a less experienced audience requiring more information on the background and context of discussions. Simple guides and basic and practical information will be tailored to an audience with little knowledge of the UN system.

### ***Need for more specific feedback from users***

With our better understanding of who our users are we will be better able to seek feedback from relevant recipients of specific publications. We have undertaken more evaluations in 2007 and have learned that there is still a need for more specific feedback from our target audiences. We have been developing better evaluation tools, including questionnaires and focus discussions and have been involving our training participants in evaluations. We need to continue to improve these evaluations and regularly collect and analyse the results to be able to adapt to relevant needs for targeted information.

## **2.1.2. Training and capacity building in Geneva**

### ***Challenges over the year***

This year for the first time three Geneva Training Courses (English, French and Arabic) were organised at the same time during the 4th session of the Human Rights Council. This was a very challenging experience and required coordinating 59 participants from more than 40 different countries speaking three different languages. Additionally, the uncertainties around the functioning of the Human Rights Council and its institution-building process resulted in a lot of adjustments and changes to the course programmes. Organising the three courses simultaneously required significant staff resources and additional consultants and volunteers were brought in for the period. Despite the significant benefit of having all these people and cultures mixed together, sharing ideas and experience, the coordination did require significant time and resources during the many weeks of preparation and training. Consequently, ISHR may not run three courses simultaneously next year and instead decide to spread the three trainings over the various Council sessions.

In recognition of the need for a more professional approach to training methodologies for all our trainings we hired a training specialist to improve our training materials, programmes, and approach.

ISHR continued to face challenges in relation to securing funding on time for its training courses in Geneva. This meant that we were only able to guarantee scholarships for participants quite late in the process and as a consequence some visas were denied and the cost of airfares shot up.

ISHR also faced challenges in ensuring effective follow-up to the training courses, in particular in relation to the Arabic course due to a lack of Arabic skills within ISHR. We will develop a comprehensive follow-up strategy for our training and capacity-

building activities in 2008. The aim will be to better connect our activities in and outside Geneva and to maximise the impact of our work.

#### *2.1.2.1. Main activities*

The annual **Advanced Geneva Training Course** took place in March/April in parallel to the 4th session of the Human Rights Council. Thirty-three human rights defenders from 24 countries participated in the course.

The fifth annual **Geneva Training Course in Arabic** was successfully implemented with the assistance of an Arabic-speaking consultant who coordinated the course. It gathered 16 participants from eight Arab countries.

The annual **Geneva Training Course in French** only had ten participants from seven countries. The small number of participants was a result of the reluctance of the Swiss authorities to issue visas to several of the selected participants. The permanent mission of Switzerland to the UN in Geneva was very supportive. As a result, some visas were granted at the last minute. Originally, 17 applicants had been selected for this course. Unfortunately persons from Burundi, the Central African Republic, the Democratic Republic of the Congo, Guinea and Senegal were unable to secure visas. The course was implemented with the assistance of a consultant.

ISHR also conducted three one-week training courses during the last part of the year, responding to specific requests for assistance.

In June, in collaboration with the Network of Chinese Human Rights Defenders (CRD), the Geneva Training Course for Chinese human rights defenders was organised for the second time in parallel to the 5th session of the Council. This training course aimed at enhancing the capacity of 13 defenders from China. One of the main challenges in organising this course was the small number of Chinese-speaking human rights experts on the international system. However, the course was successfully conducted with simultaneous interpretation of most of the presentations.

Also in June, in parallel to the Chinese training and the 5th session of the Council, ISHR organised a one-week Geneva Training Course for ten government and NGO representatives from Yemen.

In October 2007, we conducted a small one-week training course for staff of the Danish Institute for Human Rights to introduce them to the international human rights system in Geneva. The group also attended two sessions of the Human Rights Committee to see the treaty body system in operation.

Following other requests received for specific training we also organised small training courses in Geneva for members of Femmes Africa Solidarité and for a group of NGOs from around the world working on behalf of victims of disappearances coordinated by

the Netherlands Humanist Committee on Human Rights (formerly the Humanist Committee on Human Rights (HOM)).

#### *2.1.2.2 Lessons learned*

##### *Need for systematic follow-up*

Ensuring effective and systematic follow-up to training in Geneva continues to be a concern for ISHR. We have not been able to significantly increase our capacity for intensive follow-up to trainings in Geneva. While we have increased the level of our support to participants in relation to the follow-up activities that we encourage them to undertake, more support and assistance is still required. We have involved partner organisations to provide advice to participants in relation to their activities following the courses, for example how to draft a complaint to an international mechanism or a report to a treaty body. We have begun exploring how to better connect our activities in Geneva and those in other parts of the world. In 2008 we intend to undertake a comprehensive review of our training programmes with a view to enhancing their impact and improving follow-up. We will also develop a follow-up strategy for all of our training and capacity-building activities. As a first step we intend to establish a restricted-access section on our Website that will include a training forum and will enhance continued interaction among participants and with ISHR staff.

##### *Need for more practical activities*

Many participants in their evaluations of the course requested a better balance between theoretical presentations and practical activities. ISHR is continuously working on its training methodology in order to ensure greater participation and active engagement. ISHR has hired a training specialist to assist us in improving our training methodologies by using adult learning methodologies. ISHR is working on developing case studies, group exercises, and other types of practical activities for its training courses in Geneva.

##### *Needs of the participants for more networking*

In course evaluations, participants have also expressed the need for more time to meet with external speakers and develop professional networks. ISHR will in the future schedule specific time slots for networking in its training programmes.

##### *Overcoming language barriers (interpretation)*

Due to the specific language requirements of some groups (in particular Arabic and Chinese), translation issues should be taken into account while planning certain trainings. Interpretation significantly increases the time of a presentation and tends to break its rhythm and dynamic. It is therefore particularly important to find trainers and presenters that speak the language of the participants. Where interpretation is required, speakers must be informed and advised to shorten their presentation as much as possible.

### ***Need to ensure effective training***

Participants in some of our shorter training courses have suggested that the course was too short. ISHR's experience of several of the ad hoc and shorter courses also indicates that a training course is less effective when it is very short and attempts to cover a broad range of topics. Furthermore, a short course tends not to allow extensive use of practical exercises and adult learning methodologies. At the same time organising any course, whether long or short, is time-consuming and demanding. ISHR will therefore have to carefully consider if, and to what extent, it will respond to ad hoc requests for training on the international human rights system.

### ***2.1.3 Liaison, coordination and advocacy***

#### ***Challenges over the year***

The Council's institution-building work demanded significant time and resources during the first half of the year. ISHR played a very active role in the discussions and made statements on most of the debated topics, although our focus was primarily on the review of special procedures and the establishment of the new UPR mechanism.

It was extremely challenging to keep up with the pace of the discussions and develop proactive strategies and positions, rather than just responding to negative proposals from some States. The broad range of issues discussed and the many important issues posed a challenge in terms of prioritisation. We focused on the special procedures and the UPR, reflecting our belief that these are and would be the most important mechanisms for NGOs.

The Council required so much attention that there was limited time and opportunities to focus on other priority topics, such as human rights and sexual orientation and gender identity, and the reform of the treaty bodies. ISHR also had limited capacity to develop advocacy strategies and policies.

#### ***2.1.3.1. Main activities***

##### ***Participation in the Human Rights Council and related meetings***

ISHR continued to be very actively engaged in the meetings of the Human Rights Council and its working groups, in particular on the review of mandates and mechanisms and on the universal periodic review. We also engaged actively in discussions on the code of conduct for special procedures with key African States and other relevant stakeholders. In relation to the review of special procedures we developed an advocacy tool for human rights defenders wanting to engage in and influence the discussions. We also developed a specific advocacy tool on the review of the mandate of the Special Representative of the Secretary-General on human rights defenders. These tools were made available in English and French.

In the last phase of the negotiations we provided comments on the text to key States and the President of the Council, and lobbied for the strengthening of the institution-building package.

During the Council's 2<sup>nd</sup> session we made or joined statements on human rights defenders, religious intolerance, international solidarity, sexual orientation and gender identity during interactive dialogues with the High Commissioner and the special procedures and during the general debate on the universal periodic review and the review of special procedures. The 3<sup>d</sup> session focused on institution-building and we made statements on the agenda for the Council, the review of special procedures and the *Declaration on the Rights of Indigenous Peoples*.

During the Council's 4th session we made a statement on the need for coherence in the establishment of the new mechanisms and structures of the Council. We also organised parallel events on the working group on special procedures and on the working group on the UPR with the participation of the facilitator of each working group as well as NGO experts. At the adoption of the institution-building text at the end of the 5th session we made a joint statement on the outcome and our understanding of its meaning and how it should be implemented.

During the 6th session we made statements on the review of special procedures and joint NGO statements at the closing of the session assessing the institution-building outcomes of the session.

In addition, we were closely involved in discussions related to the Council through meetings with key diplomats from missions in Geneva and the Human Rights Council secretariat in the Office of the High Commissioner for Human Rights. Furthermore, ISHR organised a number of strategic discussions in relation to the Council and its mechanisms and procedures with key NGO partners both from Geneva and outside.

ISHR also facilitated the participation of several experienced human rights defenders in sessions of the Council and its institution-building working groups. These activities contributed to building the capacity of human rights defenders to engage in lobbying at the Council and was particularly important during this period when a limited number of NGOs from the Global South were attending meetings of the Council. We invited human rights defenders from Uganda, Brazil, Egypt, the Philippines, Thailand, the Democratic Republic of the Congo, Benin, Gambia, Israel, Palestine, and Nepal to attend sessions of the Council and of the working groups. The focus of the advocacy was on issues related to the institution-building process, in particular the UPR and the special procedures. However, these human rights defenders also engaged in advocacy on their own thematic and country-specific priorities, including through statements, parallel events, and lobbying governments.

### ***Advocacy and policy development***

The main focus of ISHR's advocacy during 2007 was on the Council's institution-building process, as described above. There was therefore little time and limited

opportunities for advocacy on our other priorities. However, ISHR continued to support and engage in advocacy on human rights and sexual orientation and gender identity, including in relation to the accreditation by ECOSOC of human rights defenders working on these issues. We have also worked closely with ARC International and a small number of permanent missions in Geneva to develop a strategy for taking these issues forward at the Council.

In March during the 4th session of the Council we launched the *Yogyakarta Principles on the application of human rights law in relation to sexual orientation and gender identity*. The launch took place at a reception organised by ISHR in collaboration with the International Commission of Jurists. Approximately 200 people attended, including ambassadors in Geneva, representatives of permanent missions, special procedures mandate holders, and NGO representatives. The Yogyakarta Principles were very well received and were referred to by some States in Council debates during the following days.

A panel discussion was organised in parallel to the session of the Human Rights Council to promote the Yogyakarta Principles with the participation of experts who had attended the Yogyakarta meeting and been involved in developing the Principles, including Vitit Muntharborn (Thailand), Sonia Corrêa (Brazil), Michael O’Flaherty (Ireland), Sunil Pant (Nepal) and Mauro Cabral (Argentina). The panel was well attended by more than 75 State and NGO representatives.

We provided, in collaboration with ARC International, a briefing on the Principles to the Human Rights Committee members during the Committee’s October session in Geneva. We also distributed the Yogyakarta Principles to members of the Committee against Torture, the Committee on the Elimination of Discrimination against Women, the Committee on Economic, Social and Cultural Rights and to mandate holders of the Human Rights Council’s special procedures during their annual meeting.

After the adoption of the Yogyakarta Principles in November 2006, ISHR coordinated the production of the Principles in the 6 official UN languages. This proved to be a far more challenging and time-consuming task than expected.

During the year there was very limited focus on reform of the treaty bodies and we expect that this advocacy priority will receive more focus in 2008. We did take part in a NGO consultation on how to enhance and harmonise NGO participation in the work of the treaty bodies. The outcome of this discussion will guide our advocacy work in 2008.

#### *2.1.3.2. Lessons learned*

##### *Need for clear strategies and policies*

The main lesson learned in 2007 relating to our advocacy work is that we need to develop clearer strategies and policies before engaging in advocacy. While our advocacy undoubtedly had good results in 2007 there is a need to be more strategic in

our approach. We will therefore develop a comprehensive advocacy strategy for 2008 that will bring together our priorities for advocacy not only in Geneva, but also in New York and at important forums such as the African Commission on Human and Peoples' Rights and the annual meeting of the Asia Pacific Forum of National Human Rights Institutions.

## **2.2 Regional and National Human Rights Defenders Programme**

### **2.2.1. Africa**

#### *2.2.1.1. Activities at the regional level*

Since 2002 ISHR has increased its activities in Africa to respond to the challenges faced by human rights defenders in that continent. This engagement has been further developed in recent years, with a focus on strengthening civil society and the capacities of regional networks as well as enhancing protection mechanisms and engaging national human rights institutions in the protection of human rights defenders.

To promote work on defenders' issues, ISHR has been participating for many years now in the biannual sessions of the African Commission on Human and Peoples' Rights (ACHPR or African Commission) and in the NGO Forum that precedes it. The Forum is a space where African defenders network and share information and experiences. Our work at this level aims to strengthen networks and promote the discussion of specific issues affecting defenders.

#### *➤ Participation in the sessions of the African Commission*

In May and November 2007, ISHR participated in the **41st and 42nd sessions of the African Commission** and the NGO Forum prior to each of the two sessions. ISHR supported the participation of human rights activists from Benin, Burundi, the Democratic Republic of the Congo, Guinea Conakry, Sierra Leone and Togo as well as representatives of the East and Horn of Africa Human Rights Defenders Network (EHAHRDN) and the West African Human Rights Defenders Network (WAHRDN).

During the NGO Forum preceding each of the two sessions, ISHR participated in thematic discussions, facilitated debates on the protection of defenders and organised workshops with the Special Rapporteur of the African Commission on human rights defenders. ISHR also participated in the drafting of specific recommendations concerning the protection of defenders working on issues relating to sexual orientation and gender identity, the protection of defenders during election periods, as well as freedom of expression and the protection of journalists reporting on human rights issues.

➤ *Support to the mandate of the Special Rapporteur on human rights defenders*

Throughout the year, ISHR supported the work of the **Special Rapporteur of the African Commission on human rights defenders** in a number of ways. During the November session of the African Commission, ISHR organised the launch of *The Rapporteur's Newsletter*, a bulletin on the mandate on human rights defenders. The bulletin aims to improve the mandate's outreach, give more visibility to HRD issues, and make the mandate more accessible to defenders on the continent. ISHR provided technical assistance to the African Commission on the design, development and production of the bulletin.

We also supported the participation of the Special Rapporteur in consultations with human rights defenders in the Mano River Union and Great Lakes regions, in Togo, and during the 4th session of the UN Human Rights Council in Geneva. The visit of the Rapporteur to Geneva provided her with an opportunity to meet her counterpart at the UN level, the Special Representative of the Secretary-General on human rights defenders, and other relevant UN mandates, and to strengthen collaboration with them.

*2.2.1.2. Activities at the sub-regional level*

In July 2007, ISHR, together with Forum of Conscience, organised a workshop in Freetown, Sierra Leone, on women's rights and the situation of women human rights defenders in the **Mano River Union** region. The workshop followed up on two previous consultations held in Sierra Leone and Liberia in 2005 and 2006 respectively. The issues addressed were a result of the evaluation of the 2006 consultation, when the need was expressed to devote a specific activity to these issues. Twenty-five human rights defenders from Liberia, Sierra Leone, Guinea and Ivory Coast participated in the workshop. The ACHPR Special Rapporteur on human rights defenders and a representative of UNIOSIL, the United Nations mission in Sierra Leone, also participated in the consultation. The workshop aimed to analyse specific problems faced by women defenders in the region, assess the implementation of the strategies developed during the previous workshops, and develop concrete national action plans on this basis.

In October, together with the Ligue des droits de la personne dans la region des Grands Lacs (LDGL), ISHR organised a workshop for human rights defenders and women defenders of the **Great Lakes** region. In this case as well, the workshop was a follow-up to the two previous consultations held in the region, and gathered over 25 defenders from Burundi, Rwanda, and the Democratic Republic of the Congo. The ACHPR Special Rapporteur on human rights defenders was present at the consultation to meet and discuss with participants the issues affecting their work. Building on the achievements of the previous consultations, a stronger focus was placed this year on developing strategies and specific action plans to enhance the protection of defenders both at the national and sub-regional level. Over the course of 2008, we will support the implementation of these strategies and action plans.

### *2.2.1.3. Activities at the national level*

Present in Togo since 2005, ISHR together with the Togolese Human Rights Defenders Coalition organised a number of activities this year focussing on the role of human rights defenders during election periods. These activities followed the recent ACHPR resolution on the protection of defenders during elections and took place shortly before the parliamentary elections, which were held in October. ISHR organised a roundtable discussion on the role of defenders in the electoral process and the need to ensure their protection. The roundtable brought together representatives from civil society, the government and the national human rights commission and received strong media attention. We also organised a capacity-building seminar for members of civil society organisations and the national human rights commission, and supported a media campaign on the role of human rights defenders in the democratisation process. These activities aimed to raise the visibility and profile of Togolese defenders and contribute to their protection in a situation where they have frequently suffered violations in the past.

Furthermore, we also organised a workshop for human rights defenders in the **Democratic Republic of the Congo**. The training took place in Kinshasa in April 2007 and was organised in partnership with the Swedish NGO Foundation for Human Rights, La Voix des Sans-Voix pour les Droits de l'Homme (VSV), the Association pour les Droits de l'Homme et l'Univers Carcéral (ADHUC) and the International Center for Transitional Justice (ICTJ). It gathered together over 60 defenders, including from Congo Brazzaville and Haiti, representing human rights organisations, trade unions, churches, media as well as government officials. The training focused on UN and African human rights protection mechanisms, and on women's and human rights defenders' rights.

#### *➤ Support to regional human rights defenders networks*

In October, in the context of our support to regional networks, ISHR supported a workshop for Kenyan human rights defenders co-organised by the **East and Horn of Africa Human Rights Defenders Network** and the **Independent Medico-Legal Unit**. The workshop aimed to equip human rights defenders with skills to enhance the efficiency of their work and ensure better individual protection; explore the potential of networking and collaboration between defenders, their national coalition and the Kenya National Commission for Human Rights; and create a national coalition of HRDs in Kenya. The seminar culminated in the adoption of a declaration and plan of action establishing the national coalition. The creation of the coalition aimed to strengthen the voice of individual defenders, provide protection in situations of immediate threat, and reinforce coordination and cooperation.

ISHR also supported the organisation of a training seminar organized by the **West Africa Human Rights Defenders Network** in Togo. The five-day training seminar focused on national, regional and international mechanisms of human rights protection. ISHR provided technical support in the development of the programme as well as the implementation of the sessions.

## **2.2.2 Asia Pacific**

### *2.2.2.1. Activities at the regional level*

ISHR's activities in the Asia Pacific region are directed towards promoting practical knowledge about international and national mechanisms for the protection of defenders, exploring the role of national human rights institutions as protection mechanisms for defenders, and promoting collaboration between national institutions and other human rights defenders. As no regional human rights system exists in the Asia Pacific, the Asia Pacific Forum of National Human Rights Institutions (APF) provides the most appropriate structure, bringing together all the national institutions in the region in order to discuss human rights issues from a regional perspective and with a regional approach. Our activities in Asia were therefore centered on and around this forum.

In September 2007, ISHR attended the **12th Annual Meeting of the APF**, in Australia. Participation at the meeting allowed us to carry on and extend our longstanding dialogue with national institutions in this region. As a result of the joint effort of ISHR and other partner organisations, the agenda of the Forum included an item on reports from NGOs. This represented a significant development and an opportunity for NGOs to raise issues of concern not included in the agenda. ISHR successfully lobbied member institutions and the APF Secretariat to strengthen NGO participation and ensure that the Forum responds to NGO concerns.

In consultation with our regional partners, we also submitted a proposal to the APF for a reference to its **Advisory Council of Jurists** on the application of the UN Declaration on Human Rights Defenders in the Asia Pacific. The Forum eventually endorsed a different proposal focusing on the accountability of multinational corporations. However, it was agreed that this reference explores and addresses the situation of defenders facing violations by multinational corporations.

In parallel to the meeting of the APF, ISHR organised a **regional seminar** for human rights defenders. The seminar gathered together about 30 defenders from NGOs and national institutions attending the Annual Meeting. The discussion focussed on the role of NHRIs in the protection of defenders, the need for collaboration between national institutions and NGOs, as well as recent developments at the UN Human Rights Council of interest to both NHRIs and NGOs, including the new universal periodic review mechanism. The seminar also provided a forum for NGOs to coordinate their participation and contribution to the APF Annual Meeting.

Throughout the year, ISHR met on several occasions with **individual national human rights institutions** from the Asia Pacific region, in Geneva and in their countries of origin, including Thailand and Australia. We discussed the role that these institutions can play in protecting defenders both individually and through their regional and international structures, and proposed that the APF and its member institutions establish special mechanisms or focal points for human rights defenders.

#### *2.2.2.2. Activities at the sub-regional level*

In February, in the context of our partnership with the APF Secretariat, we conducted a **training on National Human Rights Institutions and Human Rights Defenders** for five institutions of South East Asia. The training took place in Bangkok, Thailand and targeted about 30 mid- and high-ranking officials of the national institutions of Thailand, the Philippines, Indonesia, Malaysia, and Timor Leste. The training offered an opportunity to trial the manual on national institutions and human rights defenders designed and produced by ISHR in 2006 for the APF Secretariat.

#### *2.2.2.3. Activities at the national level*

In June 2007, ISHR supported the organisation of a preparatory meeting and a public hearing on HRDs during the official visit of the UN Special Representative of the Secretary-General on human rights defenders to Indonesia. The public hearing provided an opportunity for 33 defenders from different provinces in Indonesia to meet the Special Representative and to report on the situation of HRDs and on individual cases. ISHR also supported the participation of defenders in two closed sessions with the Special Representative concerning HRDs in Aceh and Papua. Activities were organized in cooperation with Imparsial, the Human Rights Working Group (HRWG) and the National Commission on Violence against Women (Komnas Perempuan).

### **2.2.3. Europe**

ISHR's work in Europe focused on strengthening the work of the Council of Europe (CoE) on human rights defenders and, at the European Union level, on contributing to the implementation of the EU Guidelines on human rights defenders, including by involving EU missions in our activities.

In September, we participated in a meeting of the **Council of Europe** Group of Specialists on Human Rights Defenders. The aim of the Group of Specialists, established following the 2006 Colloquy on human rights defenders, was to prepare a report on measures that the Council of Europe could take to improve the protection of human rights defenders and to support their activities, including a declaration of the Committee of Ministers on the protection of human rights defenders. The CoE Steering Committee for Human Rights has already adopted the report and the declaration and transfer both documents to the Committee of ministers for adoption.

ISHR viewed the adoption of the **European Union Guidelines on Human Rights Defenders** as an important step towards the protection of defenders and the promotion of their work internationally as well as nationally. We have included the use of the Guidelines as an important part of our training courses and consultations. In particular, the Guidelines have been discussed with defenders in the Mano River Union and in the Great Lakes region, in Kenya and Togo (see section 1 above), as well as with the national institutions of South East Asia (see section 2 above). The discussion involved

the content and strategic use of the Guidelines, the problems encountered in their implementation as highlighted by the review carried out by the EU in 2006, and its conclusions and commitments in this regard. In Togo and the DRC, EU delegations accepted the invitation to take part to our activity and engaged in a fruitful exchange with participants. In 2008, we will integrate the newly adopted local implementation strategies in our discussion with defenders and EU delegations.

ISHR also participated in a conference on **human rights defenders and development agencies**, organised by Frontline and the King Baudouin Foundation and held in October in Brussels. The conference focussed on the EU Guidelines on Human Rights Defenders, which foresee the use of development cooperation as a tool to protect defenders in third countries, and culminated with the adoption of recommendations addressed to various development actors including the EU Commission.

#### **2.2.4 Latin America and the Caribbean**

In the Americas, continuing our partnership with the **Inter-American Commission on Human Rights** (IACHR) and the American University, ISHR organised a training course on the Inter-American and the international system for the protection of human rights. The course ran in parallel to the October session of the Inter-American Commission. Nineteen defenders from Argentina, Belize, Bolivia, Brazil, Chile, Colombia, El Salvador, Guatemala, Honduras, Mexico, Paraguay and Peru participated. The course, held over two weeks, was designed for experienced defenders who have already accessed the inter-American or international system and need more technical training and advice, and offered an opportunity to assist to the hearings of the IACHR, meet commissioners and experts of the IACHR and of OHCHR, and network with other defenders in the region.

In December, together with the Swedish NGO Foundation for Human Rights, IACHR and the *Reseau National de Defense de Droits de l'Homme* (RNDDH), ISHR organised a training in **Haiti** on the right to non-discrimination under the international and the Inter-American human rights systems. The training was a follow up to a previous activity held in 2006, which focussed on the procedures for redress under the international and regional systems. The training gathered together 35 defenders from civil society, the media and the government and discussed, inter alia, issues of non-discrimination against women, children and disabled persons and the mechanisms that could be used to seek redress for these violations.

#### **2.2.5. Women Human Rights Defenders**

ISHR continued to mainstream women human rights defenders' issues into all its activities in 2007. ISHR is committed to follow on the International Women Human Rights Defenders (WHRD) Campaign in specific regions and at the international level with the aim of empowering women activists to advocate for their rights and enhance their protection. We carried out several activities in this regard in the course of the year.

During the 4th session of the Human Rights Council in March, ISHR co-sponsored a parallel event on women human rights defenders with a number of regional and international organisations. Participants and panellists, including the UN Special Representative on human rights defenders as well as the Special Rapporteur of the African Commission on human rights defenders, discussed critical issues and future initiatives concerning women defenders.

In the context of our work in Togo (see section 1 above), ISHR supported the national campaign on women defenders organised by the Togolese Human Rights Defenders Coalition. ISHR provided technical advice and financial support for the design and production of campaign materials.

Together with other organisations involved in the WHRD campaign, ISHR also contributed to the production of “**Claiming Rights, Claiming Justice: a guidebook on women human rights defenders**”. The guidebook aims at bringing greater recognition to women defenders and legitimacy and credibility to their work; strengthening the documentation of violations against women defenders and contributing to their quest for redress and reparation; and, strengthening networks of solidarity and support.

To ensure that the context, realities and experiences of different women defenders around the globe were reflected in the guidebook, including the specific experiences of WHRDs living in environments of fundamentalisms and extremisms, ISHR, together with Asia Pacific Forum on Women, Law and Development (APWLD), Information Monitor (INFORM) and Komnas Perempuan (National Commission Against Violence, Indonesia), organized a **consultation in Indonesia**. The consultation brought together a large number of women defenders from Asia and the Middle East. The guidebook was launched in September during the 6th session of the Human Rights Council. The event, held in collaboration with the UN Special Representative on human rights defenders and the Women's Rights and Gender Unit at OHCHR, attracted a large number of State and NGO representatives and discussed ways in which the guidebook could be used to increase the protection of women defenders at risk.

#### **2.2.6. Human Rights Defenders and National Human Rights Institutions**

Over the past few years, ISHR has consistently increased its work with national human rights institutions. Our activities in this regard aim to raise awareness of the double role of national institutions as human rights defenders and as protection mechanisms for other human rights defenders. Our work also aims at strengthening the capacity of national institutions and promoting their collaboration with NGOs. To this end, ISHR participates in international and regional meetings with NHRIs; carries out capacity building activities targeted specifically to NHRIs; and, involves NHRI representatives in our activities with civil society organisations.

In 2007 in particular, ISHR contributed to the annual meeting of the APF by supporting the participation of defenders in the Forum and organising a parallel seminar on

collaboration between NGOs and NHRIs (section 2.1 above); in partnership with the APF, ISHR organised a sub-regional training for the national institutions of five South East Asian countries (section 2.2 above); and actively involved NHRIs in several activities in Burundi, Sierra Leone, Togo and Indonesia (section 1.2, 1.3 and 2.3 above).

#### **2.2.7. Other activities**

ISHR has finalised a series of briefing papers on particular rights relevant to the work of human rights defenders, to be published in 2008. The series contains detailed and practical information on the scope and extent of rights instrumental to the work of HRDs, such as the right to freedom of assembly, freedom of association, freedom of expression and opinion, access to funding and access to international bodies. These briefing papers will be widely disseminated, in addition to being incorporated into ISHR training programmes, in order to clarify and support the rights of HRDs to carry out their work effectively.

ISHR, as member of the jury, participated to the selection of the winner of the 2007 **Martin Ennals Award for human rights defenders**. Due to their outstanding profile and remarkable work, the jury exceptionally awarded the prize to three candidates: Pierre Claver Mbonimpa, a policeman-turned-human rights defender in Burundi, and Rajan Hoole and Kopalasingham Sritharan, two Sri Lankan professors who monitor violations by all warring parties in the country.

#### **2.2.8. Addressing challenges and lessons learned**

##### ***Lack of awareness about international instruments and mechanisms***

In 2007, as in previous years, ISHR evaluated all its workshops, training courses and consultations. Overall, the evaluations were very positive. They provided helpful feedback to improve our substantive work and methodology. The majority of participants were very positive regarding the relevance of the issues covered to their work and the knowledge gained. The evaluations confirmed that there exists a serious lack of awareness about the different instruments and mechanisms available to defenders to protect themselves and their work.

##### ***Need to increase expertise on training methodologies***

Following the evaluations carried out in 2006, we decided to review our training material and to fully adopt a more participatory and experimental methodology. In 2007 we have undertaken this review, increased the number of practical workshops and exercises in the programme of our trainings, and increased our human resources to include a specialist on adult learning methodologies. This new position will not only positively impact on the design of our courses but will also contribute to further develop our training skills by organising an internal train-the-trainer course for all staff.

### ***Need to improve our monitoring and evaluation system***

In 2006 we also identified the need to develop more detailed evaluation tools and follow-up procedures to incorporate the recommendations stemming from the evaluation in the planning and implementation of other activities. Over the course of 2007, we have evaluated all regional and national activities and systematised the evaluation reports. There is, however, scope for further improvement and we are therefore planning to introduce, for each activity, a second evaluation six months after its completion to assess the concrete impact of the activity on the work of the participants.

### ***Need for strategic and targeted action***

One of the challenges identified in 2006 was the need for more clearly defined, targeted and focused strategies. This year, taking stock of all our previous activities and achievements in Asia, we have developed a comprehensive Asia strategy that we will start implementing in 2008. Furthermore, after three years of implementation of our Africa strategy, we have started discussing, both internally and with our partners, new ways of ensuring support and follow-up including through better integration of our regional and Geneva-based activities and the organisation of train-the-trainer courses for our partners. The Africa Strategy will be reviewed accordingly in 2008. In the coming year, we will also start discussing our role in the Americas with a view to adopt a Latin America strategy.

### ***Addressing our partners' needs***

Our activities have provided a space to identify the challenges, risks and obstacles human rights defenders face in carrying out their work. We systematically engage in consultations on their needs and on ways to follow up and plan future initiatives to ensure that our activities effectively address their needs and priorities. While this results in a set of more coherent and comprehensive activities, it also resulted in an increased demand on ISHR that could not be adequately satisfied with the current level of financial and human resources.

## ***2.2.9. Some examples of our achievements this year***

### ***ACHPR resolution on the protection of defenders in election periods***

For a number of years, ISHR and its partners have raised the issue of human rights defenders at the NGO Forum and at the ACHPR. Since the end of last year, we have focussed more specifically on the need to protect defenders during election periods, in light of the numerous instances of defenders facing violence in that situation. As a result of our lobbying with commissioners and work at the NGO Forum, during its 41st session in May, the African Commission adopted a resolution recognising the role of human rights defenders during election periods and calling upon State to ensure their

protection. The resolution represents a useful tool for defenders' work at the national level.

### ***Human rights defenders allowed to observe elections in Togo***

Our work at the ACHPR on the situation of defenders during election periods has been conducted in parallel to the work carried out on this same issue with the Togolese Human Rights Defenders Coalition. Our activities, which have seen the involvement of the UN presence in the country, the government and other stakeholders, have contributed to building trust among all relevant actors and permitting the Togolese Coalition to play its role as electoral observer. It was the first time in the country that civil society organisations could safely take up an election-monitoring role.

### ***National Human Rights Commission in Togo to establish a focal point on HRDs***

Following the workshop organised in Togo in September, which brought together civil society organisations and the national human rights commission, the latter committed to establish within its structure a focal point on human rights defenders. The focal point is meant to strengthen collaboration between NGOs and the commission and coordinate its work on defenders' issues.

### ***Strengthening the role of networks***

During the past years, ISHR has facilitate the participation of sub-regional human rights defenders networks in the sessions of the African Commission and the preceding NGO Forum to ensure a strategic approach and focused discussions related to defenders issues. In November 2007, the African Center, the main organizer of the NGO Forum, created a steering committee formed by the heads of the sub-regional networks to provide advice and support in coordinating the work of NGOs before the sessions of the African Commission.

### ***The issue of human rights defenders mainstreamed into the work of the APF***

Since, so far, the Asia Pacific Forum has not requested its Advisory Council of Jurists specifically to explore the issue of HRDs in Asia Pacific, we have adopted the strategy of mainstreaming this issue into any topic the ACJ may explore. This year, the ACJ has been requested to focus on the issue of the accountability of corporations. Following our proposal, the APF agreed to include in this reference an item on the situation of defenders facing violations by multinational corporations. This issue will be explored by the ACJ in the course of 2008 and discussed by member institutions at the next annual meeting.

### ***Broader space for NGO engagement within the APF***

For several years, ISHR and its regional partners have been participating to the annual meetings of the APF and lobbying its members and Secretariat in order to strengthen NGO participation. This year, for the first time, the dialogue between national

institutions and NGOs has been formalised through the inclusion in the agenda of a slot dedicated to reports from NGOs. This is an important development as it provides an opportunity for NGOs to raise issues of concern otherwise not included in the programme.

### ***Development of new resource tools***

ISHR contributed to the production of “Claiming Rights, Claiming Justice: A Guidebook on Women Human Rights Defenders (2007). The Guidebook includes a typology of specific violations affecting women defenders because of their gender and enhances understanding of the challenges that they face. It is an important tool to advocate for protection measures for WHRDs and their work (in English, currently being translated to Spanish, French and Arabic).

## **2.3 Internships**

During 2007, ISHR continued to offer a large number of internship opportunities to young human rights activists, enabling them to follow discussions and developments at the UN Human Rights Council and before the core human rights treaty monitoring bodies. We offered internships to 20 interns to work with the various programmes in our Geneva office. Another 24 interns worked in the New York Office.

The most notable change in the Internship Programme occurred on account of the restructure of ISHR. Under the new structure, the position of training specialist was established and in October 2007 the new training specialist also assumed the role of internship coordinator, in place of the former Human Rights Officer of the Information Programme. This led to increased time and resources being allocated to the Programme, and the beginning of a more formalised induction programme, regular briefings with interns, and more extracurricular activities. The final Programme was put in place in January 2008. The appointment of a new staff member in October 2007 who could dedicate more adequate time to the Programme, and devise a more formal and professional structure, has already improved the quality and performance of the Internship Programme immeasurably.

Remaining difficulties include that fact that over the last three years we have attempted to recruit interns for a six-month period to allow sufficient time for them to become familiar with the UN human rights systems. In the first half of 2007, as in 2006, most of the internships were for a six-month period. We continue to have difficulty, however, in securing interns for more than three months during the second half of the year. A related problem is the issue of receiving applications in time to ensure that we can process permit applications, as this process can take up to three months.

### **2.3.1. Training for interns**

Because ISHR sees internships as an opportunity to learn as well as contribute, we provide considerable training opportunities for our interns. We arranged seminars for the interns with experienced human rights experts, including members of treaty bodies, UN special procedures and senior staff from other non-government organisations. As a result of the recruitment of the training specialist, interns now participate in a more intensive induction process when they join. They receive detailed briefings before the meetings of key human rights bodies, including on human rights treaties, on the working methods of treaty bodies, and on the Human Rights Council and its subsidiary bodies. Interns also attend weekly staff meetings and other internal meetings and briefings and have individual supervision and feedback on all their work. A new practice has also been introduced whereby interns hold a de-briefing for staff on the State examinations that they have attended before the relevant treaty bodies. The training specialist has also planned extracurricular presentations on interview techniques, CV drafting etc. Interns are also free to attend any of ISHR's training programmes throughout the year, including the Advanced Geneva Training Course in March. Our training specialist also holds monthly meetings to assess their general progress and we have replaced the informal exit process with a more formal exit interview for every intern at the end of the internship.

### **2.3.2 Lessons learned**

#### ***Difficulty to find financial support for internships***

The feedback from interns about their experiences is very positive. All the interns who have participated in individual feedback sessions stated that they had found their internships particularly useful and that they had enjoyed the working environment at ISHR. Any suggestions to improve the Internship Programme are being evaluated and implemented whenever possible.

One of the key challenges for ISHR is finding financial support for internships. Historically ISHR internships have not provided any financial support whatsoever to the interns. As a result the internships have been taken up almost entirely by young graduates from developed countries, providing opportunities for them that young graduates from developing countries cannot access because they cannot afford them. We are committed to raising funds for this. In early 2007, with the strong support of the Australian and Indonesian ambassadors in Geneva, we were able to obtain funding from the Indonesia Australia Legal Development Facility for two young Indonesian lawyers to undertake a six-month joint internship with ISHR and the International Commission of Jurists/Association for the Prevention of Torture. This initiative was very successful. The experience of these internships has been very positive, although we have learned that these interns need considerable support and supervision when working in English in a very different culture and environment. As a key priority in 2008, ISHR will seek to secure funding to offer funded or partially funded internships for applicants from developing countries in order to provide opportunities to a more diverse range of young professionals and graduates, in line with our Strategic and Action Plan.

### ***The professionalisation of the Programme***

In the Annual Report of 2006 it was stated that ‘the programme requires the leadership of a dedicated staff member to professionalise the programme further and extend it, especially to more young graduates from developing countries.’ The strain placed on previous staff has been alleviated by the recruitment of a full-time training specialist, and the professionalisation of the Programme has improved considerably, as described by the initiatives above and also including the transfer of the recruitment process to the training specialist. An additional task will be the drafting of fundraising proposals for the funding of internships, in liaison with the Programme Support Manager, and this will help to further professionalise the Programme.

## **2.4. New York Office**

### ***Challenges of the year***

A key development this year was the launch of the *New York Monitor*. The *New York Monitor* provides timely analytical updates on human rights developments at the UN in New York. During the last six months, *New York Updates* included reports on the Peacebuilding Commission (PBC), the General Assembly, including the process leading to the adoption of the *Declaration on the Rights of Indigenous Peoples*, and the Human Rights Council and Security Council elections.

One of the key achievements this year by the General Assembly was the adoption of *Declaration on the Rights of Indigenous Peoples*. During 2007, the New York Office worked closely with the Indigenous Caucus and international human rights organisations, providing advice, and assisting with coordination and advocacy, to contribute to this successful outcome.

### **2.4.1. Principal activities**

#### ***2.4.1.1. Information***

For ISHR’s flagship publications, the *Human Rights Monitor*, the New York Office contributed analytical reports of the developments and outcomes related to human rights at the General Assembly and the Security Council. The Office also provided more in-depth information on specific issues in these bodies, and timely updates on key human rights developments in other bodies, including the Permanent Forum on Indigenous Issues, via the *New York Monitor*.

For the *Treaty Body Monitor*, the New York Office monitored and reported on three sessions of the Committee on the Elimination of Discrimination against Women, and one session of the Human Rights Committee. This amounted to 47 country reports.

A *Guide to the Peacebuilding Commission* was completed and published on our Website and disseminated to NGOs working on the Peacebuilding Commission globally and in New York. It was translated into French shortly thereafter. The *Guide to the General Assembly* is almost complete and will soon be made available on the Website.

During the last year, approximately 24 interns have assisted the office in its information work. We also recruited an intern to help with the Washington training course.

### ***Key challenges***

An important task for the international community was completed this year with the adoption of the Human Rights Council's institution-building package by the General Assembly. Because of the focus on this process, there was little time and/or energy left for evaluating the role and relevance of the Third Committee of the General Assembly, and the inter-relationship between it and the Council. One of the challenges facing ISHR now is to steer the human rights community's attention to this matter, and facilitate reflection on the critical issues. A number of States have already undermined the Council's work through the General Assembly, including by trying to micromanage its work, and blocking funding. The fact that the Council's status is set to be reviewed in the next few years also makes the issue a timely one. In response to these challenges, we plan to develop, in 2008, an expert discussion paper on the future relationship between the two UN bodies, as well as consider holding a public forum on the issue during the next General Assembly with select stakeholders. One challenge will be timing of this discussion, since the Council is still being closely watched for how it effectively it will work in practice, and, in particular, if the universal periodic review will be an effective vehicle for the protection and promotion of human rights in the countries it addresses.

We are very pleased with the anecdotal feedback and increasing level of interest in the *New York Monitor* over the past year. However one of the challenges during the last quarter – when the General Assembly's Third Committee carries out its work programme – was making sure that, with limited human resources, we could sustain the high quality of timely information we aimed to provide to our constituents. We plan to further address this challenge in 2008 in consultation with the Geneva Office with a view to prioritising and streamlining the information we provide. We will also build on this year's success with the *New York Monitor*, undertaking outreach to map and grow the readership, including through gaining increased subscribers from national NGOs, and national human rights institutions.

#### ***2.4.1.2. Liaison and advocacy***

### ***Standard setting***

The New York Office was actively engaged in the process leading up to the adoption of *Declaration on the Rights of Indigenous Peoples*. We provided strategic and logistical advice to indigenous groups and human rights advocates involved in the process,

participated in strategy meetings with these groups and States, assisted in the organisation of promotional events during the Permanent Forum on Indigenous Issues, coordinated and/or contributed to joint NGO statements on various issues to key players, States and the public, as well as provided reports on the process via *New York Monitor Updates* to our list-serves and Website.

### ***Key challenges***

Despite major concerns that the text would be adopted by a small margin, or damaged by the African Group's wrecking amendments, the text was adopted by a sizeable margin in September 2007. Although the recalcitrance of some member States to the adoption of *Declaration on the Rights of Indigenous Peoples* was the biggest challenge, another one was bridging the gap between human rights organisations and the Indigenous Caucus, which sometimes had disparate views on certain issues. In order to reflect on and contribute to lessons learned during the process, the New York Office provided an analytical report to the *Human Rights Monitor* on the political process leading up to the adoption on *Declaration on the Rights of Indigenous Peoples* by the General Assembly.

#### ***2.4.1.3. Peacebuilding Commission***

During 2007, the New York Office also worked closely with partner NGOs and key States on the Peacebuilding Commission, particularly in regard to strengthening the formal and informal processes of civil society participation at the international level. We also provided updates on this process and its outcomes via the *New York Monitor*.

### ***Key challenges***

The New York Office is currently evaluating how best it can contribute, to our regional strategy in Africa in relation to the Peacebuilding Commission, and how our monitoring, analysis and advocacy can most benefit our constituents, and conversely how can information from human rights defenders feed back into our processes at UN headquarters. In particular there appears to be scope to more directly involve NGOs on the ground in the work of the Peacebuilding Commission. They are correctly being identified as the critical link in the monitoring strategy that the Peacebuilding Commission is developing for Burundi - which will no doubt be a template for other countries in the future. Since ISHR's work on the Peacebuilding Commission needs to be geared more towards meeting the needs of NGOs on the ground in countries of interest – or future interest – we plan to develop an internal discussion paper during the first quarter of 2008 for partner organisations in the regions, and then, given funding availability, conduct an in-country needs assessment, which will be used as a basis for mapping out future strategy.

#### **2.4.1.4. Human Rights Defenders**

In the run-up to the Council's upcoming decision on whether to renew the mandate of the Special Rapporteur of the Secretary-General for Human Rights Defenders, Ms Hina Jilani, in March 2008, the New York Office organised, with Human Rights First and the mission of Norway, a parallel event to the General Assembly featuring Ms Jilani. One of the goals of the event was to get an endorsement for her mandate from the speakers on the panel representing all the regions. The event was also a vehicle for introducing the *Guidebook on Women Human Rights Defenders* to the New York human rights community. In 2008, we plan to continue our support through contributions to lobby with key member States in New York to support renewal of the mandate in March.

#### **2.4.1.5. Lesbian Gay Bisexual and Transgender (LGBT) programme**

ISHR has also continued to engage in promoting the accreditation by ECOSOC of human rights defenders working on LGBT issues. We also coordinated, in collaboration with a number of NGOs, and co-sponsored by several Latin American States, a Yogyakarta Principles panel discussion. This side event, which took place parallel to the Third Committee of the General Assembly, was successful in bringing together NGOs, UN representatives, and State delegates for an introduction to the Yogyakarta Principles and a discussion about challenges and opportunities relating to discrimination on the basis of sexual orientation and gender identity. The High Commissioner for Human Rights also delivered a statement through her Office that can be used in future advocacy.

#### **2.4.2. Administration/Staffing**

A second staff person in the office has allowed the New York Office to strategically plan for and undertake additional activities in 2007 and the future.

##### ***Key challenges***

Although the New York Office had to unexpectedly recruit a new human rights officer mid-year, the highly-qualified new officer brings a wealth of international and national human rights experience to the position.

### **2.5. Programme Support**

#### **2.5.2. Restructuring**

This year ISHR conducted a full restructuring. In late 2006, ISHR had carried out an internal review of the structure and organisational system. The conclusions of this exercise included: 1) there is not enough coordination across Programmes and some overlaps between projects; 2) there is a need for a clear definition of roles and

responsibilities; 3) there are inequalities between programmes in terms of resource allocation. A general finding was that the organisational structure did not accurately reflect ISHR's ongoing and future activities. Therefore a new structure was designed, with inputs from all staff. ISHR believes that the new structure will allow us to address the areas where we need to improve and future challenges while reinforcing collaboration among Programmes. The new ISHR organigramme is annexed.

### **2.5.3. Administration**

ISHR continued to development internal policies and administrative procedures in 2007. We undertook a complete review of the personnel policy, which should be adopted by staff in early 2008. The new personnel policy includes an explicit equal employment opportunity policy, which has been endorsed by the Board.

ISHR moved into a new office – on a different floor of the same building – during August. The office space is more adapted to ISHR's development and new structure. A large meeting room will be used for our training courses and NGO consultations. To decrease the cost of the new rent, we are sub-letting two rooms.

In December, ISHR held a staff retreat to discuss the restructuring, identify the gaps and challenges and agree on the Activity Plan for 2008. One of the aims was to reinforce coordination and collaboration among the Programmes.

To reflect the new organigramme, all staff job descriptions were revised and new descriptions developed for new positions. The induction manual was updated and is used with all new staff and interns. A systematic performance appraisal policy and process for all staff was implemented and completed successfully towards the end of the year.

### **2.5.4. Finance and fundraising**

During 2007, ISHR continued its programme of management improvement and reform to increase organisational capacity and effectiveness. Our fundraising efforts were reinforced by the financial support of two new donors. Both US-based foundations. However, two traditional donors informed us during the last quarter of the year that they would not be in a position to provide funding for 2007, which resulted in revenue being considerably lower than budgeted. Therefore, we had to use our reserves since it was not possible to reduce planned expenditure for the last quarter. Consequently a significant unbudgeted negative result was recorded (see Annual Audit report).

In November, ISHR organised a donors' meeting in its new office. The new structure was presented, and each Programme introduced its current and short-term activities. The Activity Plan for 2008 was distributed to attendees and adequately discussed.

We continued to be assisted in maintaining our financial controls and cashflow projections by an external accountant who worked with our financial officer to complete quarterly statements. This practice is critical to our financial strength and will be continued in 2008.

Our efforts to implement internal financial policies and procedures also continued. Our financial system software was upgraded with a budget control device. This upgrade will allow us to ensure better control and monitoring of our budgets and expenses per grant and donor.

### **2.5.5. Communication**

In 2007, the main activities that were carried out within the framework of Communications were:

#### ***Outreach & distribution***

As outlined in the 2007 Activity Plan and also as highlighted through the evaluations that were carried out with ISHR key audiences in 2007, there is a need for ISHR to broaden its outreach and to promote and disseminate its information products (online reports and print publications) more widely.

In 2007, the following outreach and distribution initiatives were implemented to address that need:

A new **Weekly Web Update** has been put in place. This weekly e-mail informs recipients of what has been published on the ISHR Website in the preceding week and, when appropriate, highlights broader announcements such as upcoming training courses and vacancies at ISHR. The Weekly Web Update was launched in July. It currently has 100 members and continues to grow regularly. It was decided that it would replace ISHR's former newsletter, *ISHR-Link*, and would take over, when necessary, the information function that the newsletter used to have in terms of keeping our users up-to-date on our key activities, missions in countries, new reports, changes in staff, etc. Receiving these kinds of updates by e-mail rather than having to go to the Website is generally a very useful service and is particularly appreciated by people who have difficulty accessing the Internet. The Weekly Web Update is also a very effective internal communication tool as it keeps staff in Geneva and New York and interns abreast of latest developments.

More targeted distribution lists were also maintained and expanded. The **Council Monitor distribution list** is about 800-strong and constantly growing. This e-mail distribution system allows subscribers to receive the *Daily Updates*, *Council Alerts*, *Session Overviews*, and all reports on the Council's working group sessions in a timely way. On occasion, *New York Monitor* reports are sent to the Council Monitor list when developments at the General Assembly or Security Council are relevant or related to developments within the Council.

The **New York Monitor distribution list** was created in May 2007 and has been used to distribute the *New York Updates* on the Security Council, the General Assembly, the Permanent Forum on Indigenous Issues, and the Peacebuilding Commission. This list is also growing regularly and currently has around 180 subscribers.

We have also been collecting data in order to constitute a **Treaty Body Monitor distribution list**, which would allow us to send out reports on the examination of State reports by the six treaty bodies that ISHR monitors. This distribution system is more complex than the previous two as we have taken the approach of developing individual country lists, based on the assumption that people are generally more interested in developments related to their own country or region. We have been sending a given State report to NGOs and NHRIs in that country and we have also received some voluntary subscriptions. We have not, however, been able to implement a proper distribution system for the Treaty Body Monitor reports given the complexity and manual work involved in developing a distribution list for each country. This will be done in 2008.

It is important to take note of the make-up of our **audience**. Taking a random sample of 100 out of the 750 subscribers to the Council Monitor distribution list shows that 47% are NGOs or NHRIs, 34% are from Governments, 5% are from educational entities (trainers, professors, university libraries), 4% are private donor foundations and 8% have not specified where they work. Since ISHR's primary audience is human rights NGOs and defenders, 47% is a reasonable average. However, only 7 out of the 47 work in developing countries; the rest are based in New York, Geneva, London and in North America and Europe generally. This, however, is not a very satisfactory figure given ISHR's mandate and it will be important, in 2008, to focus outreach and distribution efforts on potential users in developing countries, namely through our presence in countries. In that respect, it is encouraging to note that since evaluations commenced in July 2007, the percentage and number of subscribers from developing countries has increased. See section 2.5.6. for further information on the evaluations we carried out to measure the relevance and usefulness of our publications.

### ***Website***

As identified in the 2007 Activity Plan, ISHR's Website required quite a few substantial improvements. Three areas in particular demanded attention and 'fixing'. The ISHR Web team identified the specific aspects and functions that needed to be upgraded or added. These areas for improvement can be organised into three categories: usability, functionality, and aspect. The team organised a tender and selected a consultant to help us carry out the re-development of the ISHR Website. The project commenced in October 2007 and is due to be completed by March 2008.

### ***Publications & CD-Rom***

In 2007, as required by the Activity Plan, the Communications function has been involved in:

Editing and coordinating the production and distribution of the annual *Human Rights Monitor*, 2006 edition. 2,500 copies of the Human Rights Monitor were printed in April 2007, 1,880 of which were posted to our subscribers in May, each one of them containing the CD-Rom;

Designing and developing the 2006 Human Rights Monitor CD-Rom, which contained not only an electronic version of the print publication but also all Council Monitor and Treaty Body Monitor reports for the year, which amount to more than 100 documents altogether;

Coordinating and supervising the translation of the *Human Rights Monitor* into French;

Providing general support and advice to colleagues on development of brochures and guides.

### ***Key challenges***

**Outreach and distribution:** As defined in the section on Evaluations (2.5.6), there are a few areas of distribution and targeting of our information products that require improvement. In order to develop clear groups of target audiences and users by language, interest, region, level of 'engagement', and so on we will create, consolidating and update our distribution lists; develop a new database; and develop an outreach strategy that is institution-wide. Translating our key publications into French will also be key in enabling us to reach out and distribute our materials more effectively. ISHR will continue to prioritise the development of better internal systems of IT support to assist its Programmes in their work and the increased outreach and publishing activities.

**Image:** In terms of image, we will position ISHR clearly internally and externally so that we are well-recognised, visible and credible. This will involve making all our communications coherent and consistent in look, tone, and style, through the gradual implementation of a corporate identity, a corporate leaflet, and an improved Website. A strong, clear and credible image will help maintain and develop good relations with our users, our donors, the media, the board, and within staff.

### ***2.5.6. Monitoring and Evaluation***

This year ISHR conducted several evaluations on our publications and on our trainings.

#### ***2.5.6.1. Evaluation on our Publications.***

During 2007, ISHR conducted several evaluations to assess 1) the pertinence and use of our publications and 2) the needs of human rights defenders. These evaluations took place in Africa (Sierra Leone, Togo, Burundi) in Asia (during the APF training in Sydney) and in Haiti. The main findings of these assessments include:

### ***Important need to translate more of our publications into French***

As in past years, the demand for translation of our information materials into other languages than English, into French most notably, is persistent and strong. While only 15% of respondents expressed the need for documentation in English, an overwhelming 65% asked for French editions and quite a few perceived our one-language approach as discriminatory or at the very least frustrating.

### ***Insufficient awareness of the existence of ISHR publications***

Respondents claimed on several occasions that ISHR's publications are not well-known enough in their region and/or country. The Human Rights Monitor is the most well-known publication. There is a need to publicize our publications, especially our online reports, more broadly and efficiently, through the Internet, and through the Weekly Web Update e-mail. It has been said on many occasions that our publications could help former ISHR trainees remain abreast of developments in the international human rights system, and reinforce our users' knowledge of the international human rights system and their ability to understand how the system concretely works.

### ***Distribution of our publications needs to be adjusted to our users' requirements***

There was quite a strong consensus that the circulation and distribution of our publications needs to be improved. Many respondents need printed out reports, which need to be sent by post. Quite a few also mentioned that the distribution is not regular enough. The demand for our publications is high though, with circa 70% of respondents wishing to receive our Council Monitor reports, 60% the Treaty Body Monitor reports, and 65% the Human Rights Monitor. The preferred format is, for all regions, e-mail distribution (45%), followed by print versions (35%), CD-Rom (30%) and finally the Internet (18%). It was noted that print copies are very practical for further dissemination to colleagues/networks and for documentation centers and human rights libraries.

### ***The need for information on the international human rights system is huge***

When asked what kind of information would be most useful to them, results were as follows: 75% of respondents wish to receive practical guides on the UN system; Compilation of contact details: 65%; Reports on UN meetings: 63%. It was mentioned on many occasions that information on what human rights trainings are available (both ISHR and other) and when is highly desirable. Also, information on human rights events and conferences, as well as funding opportunities was a popular demand.

### ***Reports and publications are in themselves very useful and highly appreciated***

It was uniformly expressed that ISHR publications are very useful, informative and educational. The content is believed to be very rich, easy to read and simple in style. Our publications are used for the following purposes: 47% for training others or as refresher after an ISHR training; 31% for advocacy/lobbying; 18% for information only. These results are very encouraging and lead us to believe that our writing style and the substance of our reports is useful and adequate.

#### ***2.5.6.2. Evaluation on Trainings***

For all trainings conducted in 2007, ISHR undertook daily evaluations to assess to what extent the course meets the expectations and needs of participants. During the course the training will be adapted accordingly. In addition, all participants were asked to complete weekly and final evaluation questionnaires on the training itself and the speakers. The response to these evaluations is highly valuable for ISHR's internal assessment, from which conclusions and decisions will be made on how to improve further the content and dynamics of future ISHR training programmes.

The evaluation form completed by participants at the end of each course showed that all participants found our courses well organised, clear and practically very useful for their future work. The training material was considered accessible and relevant, and participants expressed their satisfaction with the issues covered by the sessions, which they stated were extremely important to them.

Participants felt that their expectations in terms of theoretical knowledge were fulfilled. They believed they were now in a better position to interact with the Treaty Body system and its processes. They also felt that the course was a good opportunity to find a way of cooperation and lobbying with other United Nations agencies, NGOs and experts.

Many trainees stressed the importance of using the Treaty Body system to improve their work. They expressed their deep interest of the shadow reporting mechanism, as well as individual complaints. Further, participants pointed out that the workshop was a good opportunity to integrate the use of Treaty Bodies into their NGOs systems and work.

However, participants highlighted that for future trainings, more time should be available to develop their Treaty Body learning networks, discuss with the external speakers and meet committee members in between sessions. They observed that, as the programme was very dense, they would have appreciated to have more time to be able to absorb all of the content. Their advised that guidance on how trainees could prepare themselves prior to the training would also be valuable. With regard to the course itself, participants underlined the need for more practical exercises, in particular on alternative reporting.

#### ***2.5.7. Information Technology***

This year, we continued an orderly programme of hardware replacement and software upgrades. Our system server has been renewed to respond to our needs. Due to limited resources it was not possible to replace the old workstations but we have received a generous donation from a private company of 12 used laptops.

We also changed the service provider for our web-server and emails to meet the increasing performance needed for our online activities and distribution.

### **2.5.8. Governance**

Throughout 2007 ISHR met all the requirements of good organisational governance. We received a clear audit certificate for our accounts. We now have new Auditors. Our Board met twice, in March and October, with the usual high level of attendance by Board members. The Annual General Assembly was held in March in Geneva, well within the six-month period allowed by the Articles of Association. Within the Secretariat itself, we maintained our weekly staff meetings and other internal discussions, including staff and interns, of core staff and of Programme managers. In December, ISHR held a staff retreat to discuss the restructuring, identify the gaps and challenges and agree on Plan of Action for 2008 to reinforce the coordination and collaboration among Programmes.

### **3. FUNDING**

ISHR is very grateful to the following Governments, institutions and agencies who supported ISHR in 2007:

#### **Governments:**

Belgium Ministry for Development and Cooperation  
Chancellerie, Canton de Genève, Switzerland  
City of Geneva  
Danish Ministry of Foreign Affairs, Denmark  
Germany, Ministry of Foreign Affairs  
Ireland, Development Cooperation Ireland  
Luxembourg, Ministry of Foreign Affairs  
Netherlands Ministry of Foreign Affairs  
Norwegian Ministry of Foreign Affairs  
Swedish International Development Agency (SIDA)  
Swiss Agency for Development and Co-operation (DDC)  
Swiss Federal Department of Foreign Affairs

#### **Private:**

Action de Carême, Switzerland  
American University Fund, USA  
Anonymous donors, USA  
Arcus Foundation  
Asia Pacific Forum  
CORDAID, Netherlands  
Diakonisches Werk Stuttgart, Germany  
Ford Foundation (New York Office)  
Hivos Foundation, Netherlands  
ICCO, Interchurch Organisation for Development Cooperation, Netherlands  
Loterie Suisse Romande, Switzerland  
Melbourne Development Institute International, Australia  
Misereor, Germany  
Open Society Institute, USA  
Procter and Gamble (in kind)  
Swedish NGO Foundation



**Director**

Representational role; Geneva and New York Admin; Coordinate Policy Programs in absence of Deputy Director; Governance (Board and Advisory Council matters); Input and Participating in all programs; Fundraising; Supervising 3 staff

**Deputy Director**

Program development and coordination; Representational role; Support Admin Unit in absence of Director; Participating in all programs; Fundraising; Supervising 3 staff

**New York Office**

**Program Support**

**Manager**

**1 HR Officer**

**4 Interns**

**Program Support Manager**

(Support donor negotiations at rep level, follow up with contracts with partners & donors, assess system needs, supervise development & implementation of organisational policies, and coordination of planning and evaluation)

**Communication Officer**

(Outreach, evaluation, website, office publications, Reporting, and field activities)

**0.5 HR Officer Program Support**

**Deputy Manager**

**Admin Assistant**  
(General+ Human Resources)

**0.5 Admin Assistant**  
(Accounting + Logistics)

**Geneva Program**

(To be reviewed later in 2007 with possibility to split Program in to two)

**Manager**

(with greater responsibility than Regional & National Manager)

**Deputy Manager**

**3 HR Officers**

**1 Fellow**

**8 Interns**

**Regional and National Program**

**Manager**

**2 HR Officers**

**1 Fellow**

**2 Interns**

**Training Support**

**Training Specialist and Interns Support**