



UPR Info  
ANNUAL REPORT

2019

# UPR Info

## Annual Report 2019

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**April 2020**

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# Introduction

In 2019, UPR Info's work and engagement in the promotion of human rights through the Universal Periodic Review (UPR) was recognized by the Wallonia-Brussels Federation Parliament. The organization continued its efforts to reach a wider range of stakeholders and further build the capacity of its beneficiaries, while consolidating and expanding the scope of its three Programmes.

The Pre-sessions Programme became the Policy and Advocacy Programme, reflecting the work of the organization at the policy level to strengthen the UPR within the framework of consultations on the reform of the Human Rights Council (HRC). UPR Info also contributed to panel discussions, seizing the opportunity presented by the UPR to prevent human rights violations, to ensure a synergy with the Sustainable Development Goals (SDGs) and share good practices for an effective engagement in the UPR process.

The Stakeholders Programme strengthened its support to UPR stakeholders by offering online trainings, providing support to States under Review before the interactive dialogue, and developing a new curriculum to assist national actors draft UPR monitoring plans with human rights indicators.

The In-country Programme continued to offer technical assistance in the field proposing advanced training sessions using tools developed in conjunction with the Stakeholders Programme, involving Embassies in the UPR process and facilitating exchanges with national stakeholders.

The year 2019 marked the end of the organization's three-year In-country and Pre-sessions projects. UPR Info led an internal reflection on its Programmes to design its new Strategic Plan 2020-2022. Over the last three years, the organization has adapted its activities to better respond to the needs of its beneficiaries and support national stakeholders to implement UPR recommendations and improve the human rights situation for all on the ground. UPR Info has modified its focus of work from awareness raising to capacity building, while at the same time enhancing the ownership of national actors over the UPR process by engaging at an earlier stage with the government and encouraging a collaborative work between stakeholders. Furthermore, UPR Info also strengthened the mainstreaming of a gender and human rights-based approach in its programming.

At the organizational and management levels, UPR Info developed new partnerships with human rights organisations and private entities, bringing new expertise to its training activities. In an effort to promote transparency and good governance, UPR Info adopted a code of conduct for its board members and updated its sexual harassment policy.

# News

On 27 March 2019, UPR Info received the 2019 Democracy and Human Rights Prize from the Parliament of the Wallonia-Brussels Federation for its extensive experience in developing the capacities of various national partners in advocating for the respect of human rights. The Prize is awarded to one organization or institution every year selected by the Wallonia-Brussels Federation Parliament and a jury composed of the President of the Parliament, members of the Bureau, and presidents of recognized political groups, who choose recipients who have made achievements in the francophone world promoting peace, democracy, and human rights.

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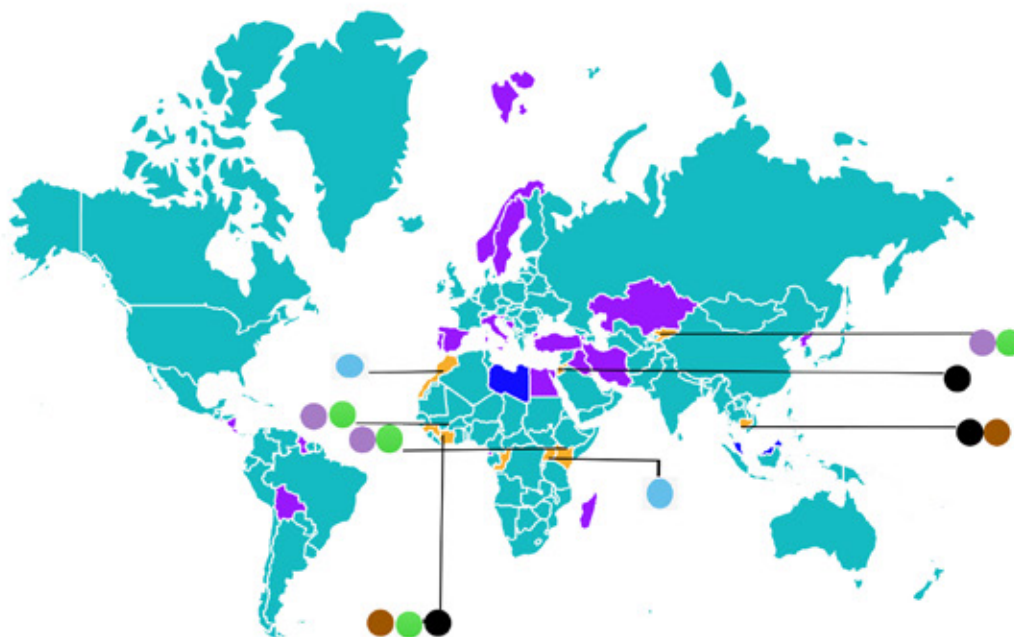
*“By focusing on human rights, democratic governance, the rule of law, gender equality, and sustainable development while being economically equitable and socially and environmentally sustainable, UPR Info has extensive experience in developing the capacities of various national partners in advocating for the respect of human rights. The organization’s promotion of the universal periodic review as well as their work of strengthening the mechanism as an effective tool to improve the respect for human rights on the ground make it one of the main actors in international democratic monitoring.” -*

The President of the Parliament of the Wallonia-Brussels Federation, Philippe Courard

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## In 2019, UPR Info collaborated with UPR Stakeholders from around the World



### UPR Info Headquarters

Geneva, Switzerland

### Policy and Advocacy Programme

Albania, Bhutan, Brunei Darussalam, Costa Rica, Democratic Republic of the Congo, Democratic People's Republic of Korea, Equatorial Guinea, Ethiopia, Ivory Coast, Nicaragua, Norway, Portugal, Qatar, Angola, Bolivia, Bosnia and Herzegovina, Egypt, El Salvador, Fiji, Gambia, Iran, Iraq, Italy, Kazakhstan, Madagascar, Slovenia, Armenia, Guinea, Guyana, Kenya, Kiribati, Kuwait, Kyrgyzstan, Laos, Spain, Sweden, Turkey.

### Stakeholders Programme

Morocco, Libya, the Democratic Republic of Congo, Cambodia, Malaysia, Costa Rica, Ivory Coast, Italy.

### In-Country Programme

Uganda, the Democratic Republic of Congo, Guinea Conakry, Ivory Coast, Kenya, Morocco, Jordan, Cambodia, and Kyrgyzstan.

**Step 1** - Stakeholders' Submission Workshop

**Step 2** - In-Country Pre-Session

**Step 3** - UPR Strategy

**Step 4** - National Multistakeholders Dialogue on UPR Implementation

**Step 5** - Mid-Term Workshop





# 01 The Policy and Advocacy programme

Formerly the Pre-sessions Programme, the Policy and Advocacy Programme was established in 2019 to further promote the Universal Periodic Review (UPR) as a mechanism for the promotion and protection of human rights. At the policy level, the Programme supports the strengthening of the UPR through engagement in constructive dialogue, participating in discussions at the Human Rights Council (HRC) and across United Nations (UN) mechanisms. The Programme will continue to provide an international advocacy platform to civil society and national human rights institutions (NHRIs) through the Pre-sessions, while also providing these actors with tools to engage in the process throughout the cycle.



## 1.1 Pre-sessions

In a world where civic space is shrinking, human rights defenders (HRDs) must be provided with a channel for their voices to be heard at the highest international level. Since 2012, the Pre-sessions have provided civil society organizations (CSOs) and NHRIs with the opportunity to amplify bottom-up advocacy, creating the potential to influence top-down policy in the promotion of human rights. The Pre-sessions aim to amplify the impact of local actors by providing them with avenues for engagement in the UPR mechanism, providing other stakeholders with the opportunity to shape recommendations to ensure that they adequately reflect the needs of rights-holders.

UPR Info hosted three series of Pre-sessions in 2019, all of which took place at the Palais des Nations in Geneva one month in advance of the UPR Working Group (in April, October, and December 2019):

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Of the 42 States under Review at the UPR in 2019, **37 were examined during the Pre-sessions.**

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The meetings continue to garner the attention of States, with **an average of 32 representatives from Permanent Missions present per meeting.**

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In the spirit of transparency and inclusion, UPR Info invites representatives from each State under Review to attend their own Pre-session and to make a short statement on the progress made in their country during the previous cycle. In 2019, **21 States took the floor at their own Pre-session**, reflecting a willingness to engage constructively with other stakeholders.

UPR Info continues to prioritize the participation of national CSOs at the Pre-sessions to give exposure to national voices that may otherwise not have the opportunity to relate their experiences to the international community. Indeed, due to their first-hand experience and expertise, these stakeholders are often best placed to provide accurate information to Recommending States regarding the human rights situation on the ground. In 2019, 127 national NGOs and 7 NHRI representatives participated in the Pre-sessions as panelists, and all 19 grant-ee recipients were representatives of national organizations.

Panel composition is critical to present an effective, coherent picture of the human rights situation in the country under review, and UPR Info strives to select panelists who can speak to the most pertinent human rights concerns. UPR Info is committed to ensuring gender diversity during the Pre-sessions, and to ensure that issues related to gender are addressed during every panel. By applying a gender and human rights by approach lens to each meeting, the Pre-sessions aim to provide marginalized groups with an opportunity to inform the recommendations formulated by States at the Working Group. During 2019, 208 of the recommendations made at the Pre-sessions of grant recipient countries (Ivory Coast, Democratic Republic of Congo, Nicaragua, Bolivia, Guinea, and Kyrgyzstan) were reiterated by Recommending States at the Working Group using identical or similar language; 34% addressed issues involving women's rights.



In 2019, UPR Info fully integrated its child participation project into the Pre-sessions following the successful completion of the 2018 pilot project launched in cooperation with Child Rights Connect. Although the rights of children are addressed at the Pre-sessions and Working Group sessions, children are rarely present despite being important stakeholders in the UPR process. Child participation in the UPR is key to trigger positive and sustainable action in the field of the rights of the child, and the Pre-sessions empowers this group of young stakeholders to contribute to the decisions that affect them by influencing the recommendations made by States at the Review. With this in mind, one child representative from Albania and one child representative from El Salvador participated as panelists at the

Pre-sessions in 2019 and received online and in-person UPR training in advance of the meetings as well as tools to support their advocacy in the follow-up phase. UPR Info also developed a Child Protection Protocol to ensure the safe participation of youth at the Pre-sessions and is currently finalizing a child-friendly guide to the UPR with Child Rights Connect to provide children with tools adapted to support their successful engagement throughout the entire process. The guide will be launched in Spring 2020.

A key objective of the Pre-sessions is to provide CSOs with capacity-building opportunities to increase their advocacy skill sets and effective engagement with the UPR. Responding to requests from these stakeholders to provide more in-depth advocacy training in advance of the Pre-sessions, in 2019 the Pre-sessions training program evolved to include two training opportunities: one session via webinar one month in advance of the meetings that serves as an introduction to the mechanism, and a second during the week of the Pre-sessions that is focused on UPR advocacy and follow-up strategies. Through the 15 trainings held in 2019, participants were not only able to familiarize themselves with effective advocacy strategies, but also develop monitoring plans for the implementation phase of the UPR to hold States accountable for the human rights commitments that they made during the Working Group.

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*“I work for a network organisation with members in more than 100 countries. We had a limited engagement in the UPR process until recently, and we are now trying to engage more in this process with our network members. The training increased my knowledge about the UPR and will help our organization’s advocacy activities.”*

Pre-sessions 35 Training Participant, Kenya

*“[The Pre-sessions] was a great experience and good opportunity to local CSOs to get attention and be heard by recommending states.”*

Pre-sessions 33 Speaker, Ethiopia

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# Annual Report 2019 Pre-Sessions



**3 series of  
Pre-sessions**

**33, 34 and 35**

**37**

**States reviewed**

**174**

**speakers**

**7 NHRIs**

**127 National NGOs**

**32**

**Permanent Missions present on  
average per Pre-session meeting**

**15 UPR training sessions**

**for over 240  
CSOs and NHRIs representatives**

**55% female speakers**

**42 International NGOs**

**2**

**child speakers  
from Albania and El Salvador**

**65%**

**24 out of 37  
States under Review attended  
their own Pre-session**

## 1.2 Policy

UPR Info actively engages in the HRC to promote the UPR as a mechanism for strengthening human rights. The organization delivered three statements under General Debate Item 6 during the 2019 sessions of the HRC, calling for States to incorporate a gender perspective in their recommendations and highlighting the role of parliamentarians during the implementation phase. During its statement at the July 2019 HRC session, UPR Info also addressed proposals made during the long-term efficiency dialogue to move the UPR adoption from the HRC to the Working Group. UPR Info has been following this discussion closely and cautioned that this action could lead to inequalities in the review of some States and affect the opportunity for consultations among all stakeholders prior to adoption, which are critical to ensuring an inclusive and effective implementation process.

During 2019, UPR Info facilitated three side events on the margins of the HRC sessions. Recognizing that human rights and the Sustainable Development Goals (SDGs) are mutually reinforcing, UPR Info's March 2019 side event at the HRC addressed how States can synergize efforts to reach SDG targets and UPR commitments in order to improve women's rights. In July 2019, UPR Info turned its focus to Francophone countries, hosting a side event on the UPR and the

implementation of economic, social and cultural rights (ESCR) in French-speaking states. Once again building on linkages with the SDGs, the event explored how ESCR are addressed in the framework of the UPR and identified good practices to leverage these issues to promote human rights through the mechanism. Finally, in line with its commitment to promoting the participation of all stakeholders in the UPR process, UPR Info sponsored a side event in September 2019 dedicated to the role of parliamentarians in achieving UPR recommendations, highlighting examples of cooperation between parliaments and other key stakeholders such as national human rights institutions and civil society that together can foster and support respect for human rights.

As a means to raising awareness of the mechanism and to keep all stakeholders informed of related developments, UPR Info provided live updates of the 32nd, 33rd, and 34th UPR Working Group as well as on the adoption of the UPR Working Group reports at the 40th, 41st, and 42nd HRC sessions.



BIEN VENUE CHEZ  
VENTE D'ALIMENTATION

DOUKAHMANE ISAH  
266666 625266662



# 02 The Stakeholders Programme

In the second year since its establishment, the Stakeholders Programme has further defined its priorities and objectives:

1. Support key UPR stakeholders to promote an effective implementation of human rights recommendations by developing and tailoring tools and organizing capacity building activities.
2. Enhance strategic communications and partnerships to engage more people in the promotion and protection of human rights through the UPR.

## Objective 1:

**Support key UPR stakeholders to promote an effective implementation of human rights recommendations by developing and tailoring tools and organizing capacity building activities.**

UPR Info provides practical and **expert training and advice** to key stakeholders, including civil society organizations, NHRIs members and parliamentarians, enabling them to use the UPR to achieve change on the ground.

Thanks to its close proximity to the United Nations, UPR Info receives numerous requests from HRDs and members of CSOs visiting Geneva for the HRC, the UPR and the Treaty Bodies. In 2019, UPR Info conducted capacity building activities in Geneva for HRDs and CSOs from Libya, Morocco, Angola, Turkey, Brazil, Iraq, Liberia, Cameroun, Ivory Coast, Tunisia, Benin and Togo. UPR Info also facilitated training sessions on the UPR mechanism for fellows from of the Human Rights Council Trust Fund LDCS/SIDS (Angola, Marshall Islands, Saint-Kitts and Nevis, Saint-Lucia, Tanzania and Uganda) and the Office of the High Commissioner for Human Rights (OHCHR) Indigenous Fellowship Programme (Iran, New-Zealand, Japan, India, Cambodia,

Thailand, Russia, Tuvalu, New Caledonia, French Guyana, United States, Greenland, Brazil, Bolivia, Chile, Argentina, Ecuador, Peru, Nicaragua, Paraguay, Columbia, Panama, Rwanda, Burundi, Democratic Republic of Congo, Mali, Burkina Faso).

In 2019, UPR Info intensified its engagement with States, in their role as both States Under Review and Recommending States. For States under Review, **UPR simulation exercises** were organized with States Delegates in Geneva. The exercise consisted of an orientation session with the State Delegation focusing on the format of the Review and a simulation of the interactive dialogue using suggested recommendations raised during the Pre-sessions and/or contained in the OHCHR Summary of Other Stakeholders' Report in the different capacity building activities stakeholders' report and advanced questions submitted by Recommending States to members of the Delegation. Good practices

for implementation during the follow-up phase were also discussed to promote sustained engagement throughout the cycle. In 2019, the exercise was conducted with the States Delegations of the Ivory Coast and Madagascar, in collaboration with the Organisation Internationale de la Francophonie (OIF). Three additional briefings organised for Costa Rica, the Democratic Republic of Congo, and Sweden.

UPR Info also held a seminar for Recommending States (in English and French) to equip Permanent Missions and human rights experts with the tools and knowledge on how to successfully engage in the Working Group session.

### « WHAT WE DECIDE TO MEASURE NOW IS WHAT WE WILL PRIORITISE IN THE FUTURE »

*Marilyn Waring,  
New Zealand, former  
politician*

The Stakeholders Programme was created to support the In-country and Policy and Advocacy Programmes and to develop new tools to respond to the needs of UPR stakeholders. Following requests from stakeholders to receive technical support during the implementation phase of the UPR, UPR Info has initiated the development of a **new curriculum on human rights monitoring for the UPR**. Following the Review of a State, action must be taken to ensure that duty bearers fulfil their responsibilities to protect and promote human rights. In this phase, rights monitoring is crucial. In order to monitor the human rights situation in each context there is a need to formulate appropriate indicators which indicate the degree to which human rights are being upheld. Establishing indicators requires the gathering of adequate baseline data from which human rights-related progress can be measured. For this reason, UPR Info, with the support of Aurora consulting, has been developing and testing a methodology to identify contextually relevant indicators and benchmarks for implementing and measuring human rights at country level and to enhance the ability of the NHRIs, civil society and State members, to monitor the impact of the measures taken to advance human rights.

The methodology was developed by using a participatory approach during training sessions held to support UPR Info's in-country activities in Cambodia, Jordan, the Democratic Republic of Congo, and the Ivory Coast. In these countries

UPR Info provided technical assistance to support both civil society and members of the government in monitoring and implementing the UPR recommendations received during the 3rd cycle.

In Cambodia, the Ivory Coast and the Democratic Republic of Congo the technical workshop on indicators was followed up by a national dialogue to define the roles of these key stakeholders for an effective implementation of the UPR recommendations. On this occasion, the UPR process has contributed to improve the debate on human rights between civil society and the State.

In order to ensure maximum impact, all capacity building activities were developed and implemented in consultation with members of the NHRIs as well as CSOs, relying on both these groups not only as beneficiaries but as key actors contributing to the elaboration of effective strategies. Working closely with and fostering the collaboration of these local actors has ensured that the activities focused on the essential national priorities and had a sustained impact.

To better support UPR stakeholders in the monitoring work during the year UPR Info, in partnership with Huridocs, a Geneva based NGO that supports human rights organizations to use information and technology in the simplest and most efficient way, was able to seek new technologies such as machine learning to facilitate the curation of **UPR Info's database**. Several steps were undertaken to implement this activity including the configuration of a new data model called Uwazi and the data migration from UPR Info's current database to the new platform. Among the new features introduced in the updating of UPR Info's website, there is the possibility to import data from State's reports directly on our database in two languages (English and French).

Another important feature that was developed consisted in applying an automatic classification of the "Issues" and "Specificity of the Action" requested in the recommendations. By incorporating machine learning, users can have faster, more reliable and complete access to new human rights and policy documents. The testing phase of the new database has requested some additional time for this reason the launch of the database has been postponed to March 2020.



## Activities & Events Stakeholders Programme

We trained:

**200**  
CSOs and HRDs

**90%**

were very  
satisfied!

**50** members of  
NHRIs

**200** Students

**15** Parliamentarians

**50** Diplomats

We organised :

**4**

Simulations  
with States  
Delegations



## Objective 2 :

Enhance strategic communications and partnerships to engage more people in the promotion and protection of human rights through the UPR.

### HOW DO WE TRIGGER THE INTEREST OF PEOPLE IN THE UPR?

Through the Stakeholders Programme, UPR Info commits to continuing what we do best: providing training and technical support to key UPR stakeholders and promoting and protecting human rights through the UPR, while also committing to expand our reach, strengthen our partnerships, and deepen our impact on the ground.

During 2019, UPR Info expanded the reach online by providing civil society representatives for whom it is costly or risky to come to Geneva with access to **online training sessions**. UPR Info held online sessions on how to draft Stakeholders Reports on how to optimise the implementation phase of the UPR submitting a mid-term report. These sessions were held in English, French and/or Spanish.



We strengthened our partnerships in Geneva by continuing to collaborate closely with international organizations, including the Global Alliance of National Human Rights Institutions (GANHRI) and the OIF; UN agencies such as UNFPA and the OHCHR; and Geneva based NGOs such as the International Service for Human Rights (ISHR), the Sexual Rights Initiative (SRI), World Federation of United Nations Associations (WFUNA), to name but a few.

UPR Info has also forged new partnerships with academic institutions in Geneva. During "The UPR and the UN Human Rights System: Raising the Bar on Accountability," a training course organised by the Geneva Academy, UPR Info shared best practices and tools on UPR implementation with members of NGOs, research

institutes, UN agencies, NHRIs members and representatives of governments and academia. Over the past year, UPR Info has begun to think deeply about how to communicate about the UPR in new and engaging ways. One of the initiatives undertaken was a series of interviews with women HRDs that participated in UPR Info's activities. The interviews were filmed and edited in three different videos (English, French, and Spanish) aimed to share inspiring stories of women involved in advocacy and the defense of human rights. The "UPR champions" interviewed from Bolivia, Madagascar, Egypt, Kazakhstan, the Ivory Coast and the DRC provided powerful examples of how the UPR contributed to their work in a practical manner. In the words of one participant:

*“Thanks to the UPR many things have changed in our country. Currently we are debating the revised family code. This was a UPR recommendation made to our country because many discriminatory provisions existed in our former family code. For instance, today we no longer talk about marital consent. Before, women needed their husbands’ permission to start working. Even opening up a bank account required their husband’s consent. To be here today, before going on this trip my husband would need to let me travel.”*

Women HRD, DRC

## UPR Info Social Media & Website Milestones



### Most visited pages

- Spanish language homepage
- English homepage
- Database

## 2.1 NHRIs and their Role in the UPR Process

As independent bodies with constitutional or legislative mandates to protect and promote human rights, NHRIs can contribute effectively to all stages of the UPR process.

Throughout 2019, UPR Info multiplied the engagement with NHRIs by participating in training sessions organized by GANHRI. UPR Info also provided technical support to these stakeholders through training sessions in Geneva to representatives from Colombia, Costa Rica, Ghana, Ethiopia, Jordan, Kazakhstan, Kenya, Mongolia, Malaysia, Nepal, Norway, Oman, Peru and Thailand, and through online webinars to representatives from Liberia, Croatia and Honduras.

UPR Info held numerous bilateral meetings with members of A- status NHRIs such as Nepal, and B-status institutions, such as Bangladesh, Belgium, Algeria and the Ivory Coast. In the framework of the 40th HRC session, UPR Info attended to a panel discussion organized by the Commonwealth Forum of National Human Rights Institutions (CFNHRI) to address the different approaches that NHRIs undertake to engage with the UPR and to share examples of innovation and best practice. On this occasion, UPR Info presented the case study of the work conducted by the New Zealand Human Rights Commission (NZHRC) and the crucial role it has played in tracking UPR recommendations.

NHRIs playing a vital role in holding States accountable between Reviews through monitoring the progress of the implementation of recommendations. In October 2019, in partnership with Sneh Aurora and the Human Rights Commission of Malaysia (SUHAKAM), UPR Info organized a two-day regional training for members of NHRIs from 8 countries in the Asia Pacific Region: Nepal, Bangladesh, Malaysia, New Zealand, Philippines, Thailand, Indonesia, and Timor Leste. 70% of the participants were women. The workshop focused on the role of indicators in monitoring human rights progress and implementation of human rights commitments and on how to identify and contextualize these indicators. It was conducted in a participatory manner in order to facilitate the exchange best practices and experiences among the participants as well as fostering an interactive dialogue during the sessions. Participants were satisfied with the methodology used during the training sessions.

*“The group exercises allowed me to better understand what I learnt and apply it to the actual UPR recommendations.”*

*Workshop participant, Participant in the Regional Workshop on Monitoring Human Rights Indicators”*



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## 2.2 Parliamentarians: as Advocates for Human Rights

UPR Info conducted several activities at the national and international level in 2019 to enhance the role of parliaments in promoting human rights through the UPR.

Two workshops organized by the OIF for parliamentarians from Morocco, Tunisia, Benin, Gabon, Switzerland, Burundi, France, Canada, Cameroun, Maurice, DRC, Senegal, Rumania, Luxembourg, Mali, and Chad aimed at informing participants of how the UPR works and sensitizing them to the importance of being involved in the mechanism. On these occasions, UPR Info identified good parliamentary practice in engaging with the mechanism and promoting human rights, notably through the effective participation of other stakeholders, such as national human rights organizations and various civil society actors.

In September 2019, UPR Info organized a panel discussion on the margin of the 42nd HRC session. The debate offered a venue to focus on the implementation and follow-up phase of the UPR through concrete discussions on solutions to the implementation of UPR recommendations based on different regional experiences, especially those linked with the SDGs (5 and 16 in particular). The debate also spurred the participants to think of the links and the gaps between human rights and SDGs, and the role of parliaments within.

In 2020, UPR Info is committed to continuing to promote human rights and the participation of all national stakeholders in the UPR for an inclusive society, and therefore to work with Members of Parliaments who are on the front-line of implementation of human rights, close to the needs and voices of people.



## 2.3 Promoting Youth Rights through the UPR



There is a growing attention to youth participation in decision-making processes as well as to the recognition of the importance of their role in the promotion of human rights. However, the percentage of recommendations on youth rights to States under Review in the context of the UPR remains very low. Less than 1% of recommendations directly target. This reflects the fact that the mainstreaming of youth issues is not yet systematic in the overall context of international human rights mechanisms. The UPR represents the ideal platform to respond to the need for a greater focus on youth in existing human rights mechanisms through youth-specific recommendations. In accordance with its mission, UPR Info has conducted several activities to raise awareness on the potential of the UPR among youngsters and to foster their participation in the mechanism. In 2019, **information sessions** were organised with students enrolled in the international relations or human rights programmes of the University of Geneva (Switzerland), University of Padua

(Italy), and Murdoch University (Australia). UPR Info also participated in the training programme for youth attending the Internationales Forum Burg Liebenzell (Germany), the International Youth and Student Movement for the United Nations (ISMUN), and the European Youth Forum (Belgium).

In 2019, UPR Info worked in close cooperation with the Padua University and with the Human Rights and Multi-Level Governance Programme. More than 40 international students from eight European universities gathered to participate in the second annual Model Universal Periodic Review, organized by Master's degree students of the Human Rights and Multi-Level Governance at the University, along with the OHCHR and UPR Info. The **Model UPR** initiative gave students a chance to put into practice much of the knowledge they gain during the training session facilitated by UPR Info.

Students were divided into the various components of the UPR process: representatives of the delegations of the States under Review, diplomats representing the Recommending States and the Troikas and members of National Human Rights Institutions and civil society. For the first time, the simulation also included civil society, integrating in UPR Info's Pre-sessions into the model.

The Model UPR has been a very successful activity that has allowed young students to better understand the functioning of one of the most complex human rights mechanisms. This type of activity reduces the distance between international mechanism in Geneva and national civil society. Students have strengthened their soft skills such as negotiation, public speaking and became human rights advocates as a result.



## 2.4 Applying Gender Lens in Our Work

*“Gender equality will only be attained by addressing inequalities and discrimination in law and in practice. We must together rewrite the narrative around social roles, norms and behavior that impede the equal advancement of society.”*

Mona M'Bikay, Executive Director UPR Info

UPR Info is committed to promoting gender equality. In 2019, Executive Director Mona M'Bikay joined the **International Gender Champions Network** in Geneva. The International Gender Champions is a leadership network that brings together female and male decision-makers determined to break down gender barriers and make gender equality a working reality in their spheres of influence.



For the second year, our organisation participated in the **16 Days of Activism against Gender-Based Violence** campaign. To this end, UPR Info organised a social media campaign around different projects including video interviews with women HRDs and case study research on four different countries to provide good practices on how UPR recommendations have contributed to achieve women's rights and eliminate gender-based violence. The case studies developed this year focused on the issue of domestic violence. To complement the research, infographics on our findings were shared on all our social media platforms.

Advocacy work conducted around the UPR had a special focus on gender equality in 2019. A side event aimed at encouraging debate on how innovation and technology can provide new solu-

tions to advance gender equality and empower women and girls. This event was an opportunity to share experiences and information to support States and relevant stakeholders in driving the integrated implementation of human rights and the SDGs on this topic.

In 2019 UPR Info continued to mainstream gender analysis into its daily work. In accordance with HRC Resolution 6/30 that states that a gender perspective should be included at all stages of the review, UPR Info included a session dedicated to the adoption of gender analysis to be applied from the preparation of the review to the implementation phase across its capacity building activities. This training session will be further developed in 2020 as one of our commitments to the International Gender Champions Network.



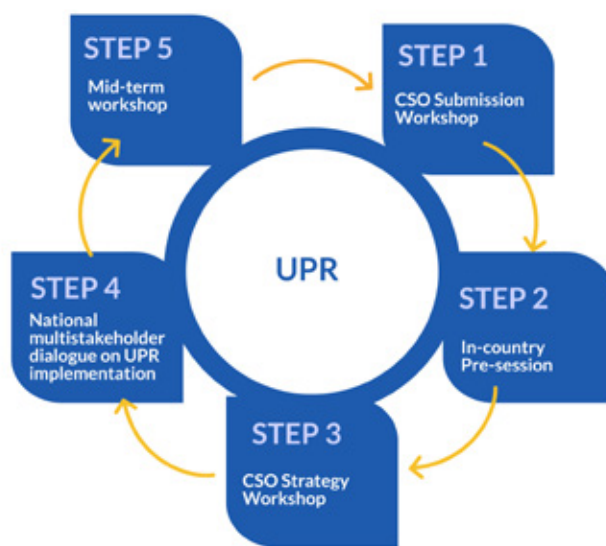


# 03 The In-Country Programme

## 3.1 Introduction

The 2019 In-country Programme (ICP) contributed to enabling the UPR framework at the domestic level by fostering robust national human rights follow-up systems; increasing capacity of CSOs; and forging meaningful partnerships between CSOs and governments. ICP's five-step approach offers a unique opportunity for participants to enhance their knowledge about the UPR and fine-tune their engagement strategies. Each step was carefully designed in close cooperation with national partners in order to address concrete needs at the national level.

In 2019, activities were conducted in the following countries: Uganda, the Democratic Republic of Congo (DRC), Guinea Conakry, Côte d'Ivoire, Kenya, Morocco, Jordan, Cambodia, and Kyrgyzstan.



2019 also marked the evaluation of the Programme's three-year project. UPR Info is pleased with the overall findings and notes the following achievements of the project:

- ✓ The development of stakeholder awareness and understanding of the UPR process - providing tools and training, including hosting a database on its own website.
- ✓ The strengthening of national capacity for constructively engaging with other stakeholders on human rights (particularly civil society with government).
- ✓ Building institutional capacity on research, drafting reports, briefing and factsheet development, strategic action planning and monitoring, useful materials that stakeholders can apply outside of the UPR process.
- ✓ Empowering stakeholders to make their voices heard - and providing access to/facilitating a platform to this end.
- ✓ Building or strengthening collaboration to the extent that the process produces self-sufficient coalitions/networks (often around particular human rights issues), as well as dialogue mechanisms with government to allow for regular consultation and strategising on human rights.
- ✓ Connecting stakeholders with an international network of organisations and countries working on human rights, which has in some cases facilitated international support, networks and funding for human rights development.

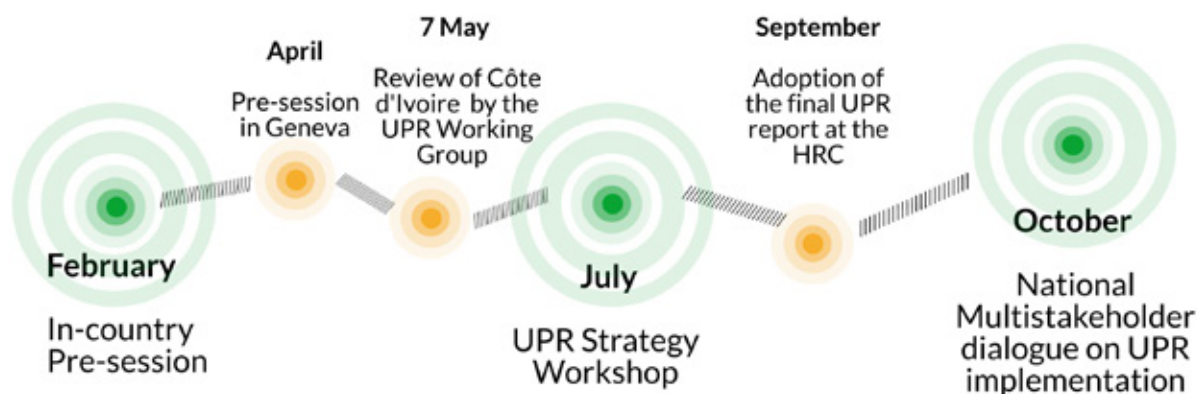


### 3.2 Africa



- First time **participation of national stakeholders from different regions** of the Côte d'Ivoire, the DRC, Guinea and Morocco.
- In the Côte d'Ivoire, Guinea, and the DRC, **NHRIs submitted a UPR report for the first time** during the third cycle.
- The NHRI of the DRC **obtained its current A-status** shortly after submitting its UPR report;
- The NHRI of Côte d'Ivoire **successfully advocated for the acceptance of several pending and noted recommendations**, which were supported by the Government of the Côte d'Ivoire at the adoption.
- In Kenya, participants agreed to **develop a joint Government-CSO implementation matrix**.
- In the Côte d'Ivoire and the DRC, a **UPR training for parliamentarians was organised for the first time**.
- Following advocacy activities in Guinea, which included a representative of the Youth Parliament, the State received a **recommendation on youth rights for the first time** during its third Review.

## CÔTE D'IVOIRE



### Step 2: In-country Pre-session

- **45 CSO/NHRI representatives** trained on UPR advocacy;
- **21 embassies**, 5 UN agencies and 3 international organisations attended the national Pre-session; **56% of recommendations** suggested at the in-country Pre-session were reflected at the review.

### Step 3 : CSO strategy workshop

- **four thematic action strategies** were developed by CSO and NHRI representatives to advocate for acceptance and to support the implementation of priority recommendations;
- **81.2%** of participants responded that the information and tools shared at the workshop would benefit them in their work.

### Step 4 : Multi-stakeholder dialogue



- **37 representatives** from CSOs, and the Government attended the multi-stakeholder dialogue;
- **36 government officials from 16 ministries** participated to a workshop on the development of a matrice to follow-up on the implementation level of UPR recommendations;
- **15 parliamentarians** attended a UPR implementation training.

## DEMOCRATIC REPUBLIC OF CONGO



### Step 2 : In-country Pre-session

- **63 civil society representatives** attended a two-day workshop on advocacy prior to the UPR Working Group;
- Human rights issues raised during the Pre-session covered all **eight regions** of the DRC, and **12 thematic-specific UPR factsheets** were developed;
- During the Pre-session a total of **13 embassies** were present as well as **five UN organizations**.

### Step 3 : CSO strategy workshop

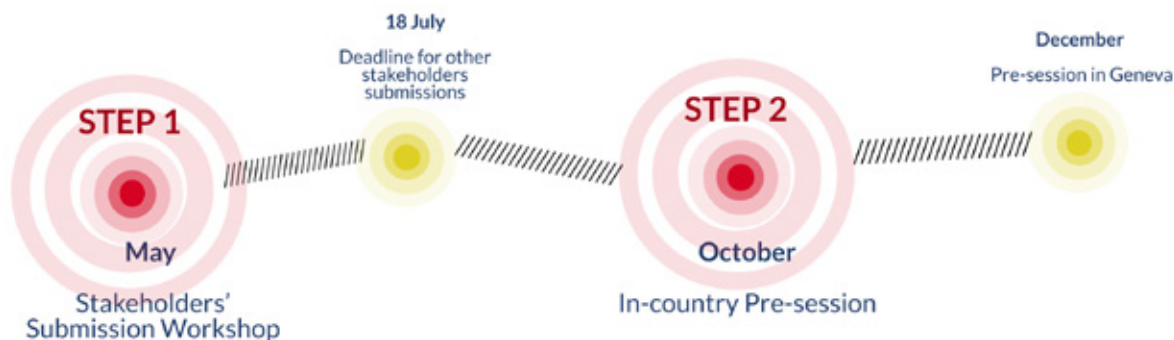
- **50 participants** from CSOs and the NHRI received a three-day training on how to cluster recommendations and create action strategies for CSO and NHRI;
- A **press conference** was organized between participants and different medias to inform the general public about the UPR.
- A **joint CSO-NHRI UPR action strategy** was developed by attendees for the implementation of human rights recommendations in synergy with the SDGs;



## Step 4 : Multi-stakeholder dialogue

- Between 4-12 November, UPR Info conducted the following activities in Kinshasa to strengthen the capacity of national stakeholders and all three branches of government in the monitoring and implementation of UPR recommendations:
  - one two-day training for the NHRI,
  - three half-day informative sessions for legislative, judiciary and the media, respectively,
  - a two-day training for CSO and NHRI, and a half-day multi-stakeholder dialogue;
- **136 participants representing all eight regions** took part in the week of workshops;
- **Seven Embassy representatives** attended the multi-stakeholder dialogue meeting in addition to representatives from several UN agencies;
- The Inter-ministerial committee and the Human Rights Minister committed to engage more with civil society and create a **national human rights action plan with pertinent indicators**.

## GUINEA



## Step 1: Stakeholders' submission workshop

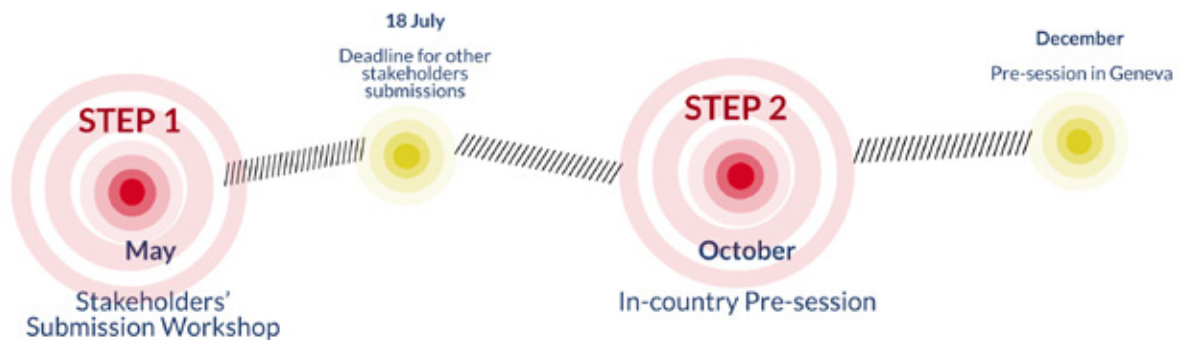
- **40 participants**, from **seven regions** were provided with information, methodology and good practices on how to draft a UPR submission;
- **five joint submissions** on the rights of the child, ESC rights, CP rights (2), and women's rights were submitted as a result of the training;
- **10 issues** contained in the CSO and NHRI reports developed as a result of the training were addressed in the OHCHR's Summary of Other Stakeholders' Report.

## Step 2 : In-country Pre-session



- **38 civil society representatives**, of which **35% were women**, attended a two-day workshop on advocacy prior to the Review and received training on engaging the international community with their priority human rights issues;
- Human rights issues raised during the Pre-session covered all **seven regions** of Guinea, and **four thematic UPR factsheets** including SMART CSO-suggested recommendations were developed and shared with the resident international community;
- During the Pre-session hosted by the European Union Delegation, **seven diplomats** received first-hand information from **24 CSO representatives**;
- A **Human Rights Café** hosted civil society representatives and both diplomats and CSOs engaged in a fruitful discussion, shared contact information, and factsheets.

## KENYA



### Step 1: Stakeholders' Submission Workshop

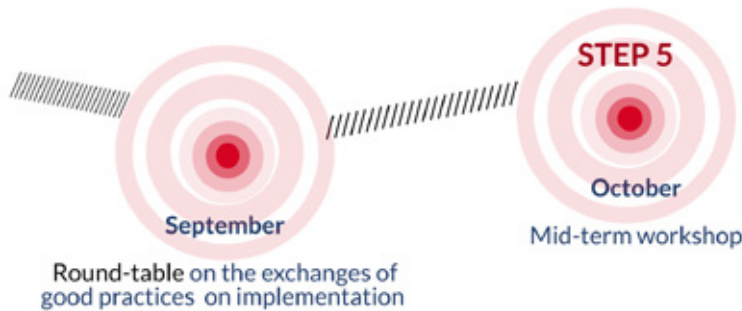
- The attending **47 CSO representatives** – of which **21 were women** – received a training on how to draft an effective stakeholders' report ahead of Kenya's third UPR in January 2020;
- **Nine thematic groups** were established to begin the drafting of several joint UPR reports;
- Following this workshop, a total of **28 reports** were submitted to OHCHR: one joint CSO report, the report of Kenya National Human Rights Commission (KNHRC), and 26 thematic reports drafted by three clusters (civil and political rights, economic social and cultural rights, and group rights).



## Step 2: In-country Pre-session

- A briefing session on the role of Recommending States in the UPR process;
- In-country Pre-session where the KNHRC and CSO representatives shared their priorities with the members of the diplomatic community and UN agencies. CSOs presented human rights issues and recommendations to address them related to civil and political rights, economic and social rights and the rights of vulnerable groups;
- **24 UPR factsheets** developed prior the Pre-session.

## MOROCCO



## Roundtable on the exchange of good practices on the implementation

- This workshop aimed at supporting various regional actors in the implementation of human rights recommendations and in harmony with the national plan for democracy and human rights (PANDDH);
- All **12 regions of Morocco** were represented by local officials;
- UPR Info shared good practice in the implementation of UPR recommendations;
- The group reported and discussed recommendations, accepted and noted, by Morocco in the Adoption of the report of the UPR Working Group of the HRC and which are included in the PANDHH;
- Participants defined the role of regional actors in the implementation of the recommendations resulting from the UPR and included in the PANDHH.



## Step 5: Mid-term reporting workshop

- **33 participants from nine regions** of Morocco and including **40% of women** attended the mid-term reporting workshop, co-organised by UPR Info and Le Médiateur pour la Démocratie et les Droits de l'Homme (MDDH) in Rabat;
- CSOs and the NHRI were briefed on best practices to submit a documented and comprehensive mid-term report from end November onwards;
- **six thematic groups** discussed the level of implementation of thematic recommendations, which triggered fruitful discussions and insights on the evolution of human rights in the country both within and between groups;
- **A focal point** was identified within each group to coordinate and finalize contributions to the joint mid-term reports. To date, three joint CSO reports and a government report have been submitted.

## UGANDA



## Step 5: Mid-term Workshop

- The workshop brought together several Government representatives, the NHRI, CSOs, and other stakeholders to **share information and reinvigorate the UPR process** in Uganda;
- **Good practices** were shared on how to contribute to the effective implementation of human rights recommendations, including key components of mechanism for follow up of recommendations;
- **Four panel sessions** on monitoring and implementation of UPR recommendations under (i) Economic, Social and Cultural Rights; (ii) Civil Political Rights; (iii) Vulnerable Groups; and (iv) Ratification of International Instruments provided an avenue for interactive sessions and led to the collection of a large amount of data on the status of implementation of the UPR recommendations all of which will inform the next national UPR Report;
- The workshop assisted to generate strategies to ensure implementation and in maintaining a momentum on the national action plan on human rights.

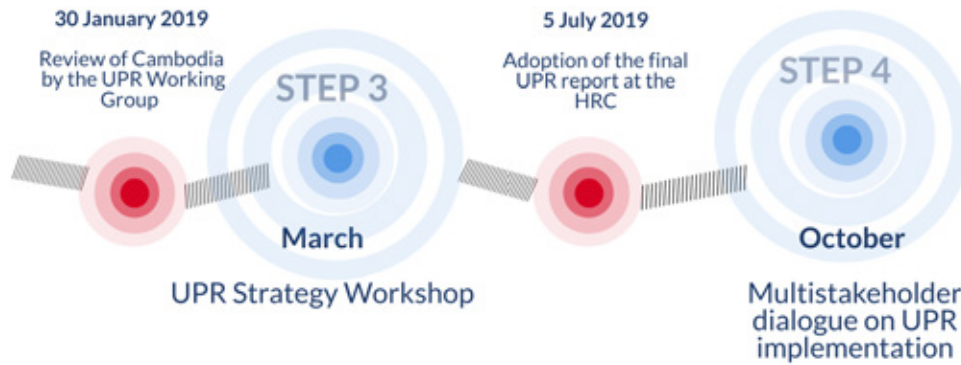


### 3.3 Asia



- In Kyrgyzstan, regional representatives constituted on average 50% of participants (42% in April 2019 and 59% in October 2019);
- In Kyrgyzstan, regional consultations have been conducted in all regions of the country prior to the CSOs submissions workshop;
- Cambodia received its first ever UPR recommendations on LGBTIQ rights, after a decisive civil society advocacy campaign;
- In Jordan, stakeholders from **nine governates** were represented in the December Workshop.

## CAMBODIA



### Step 3 : CSO strategy workshop

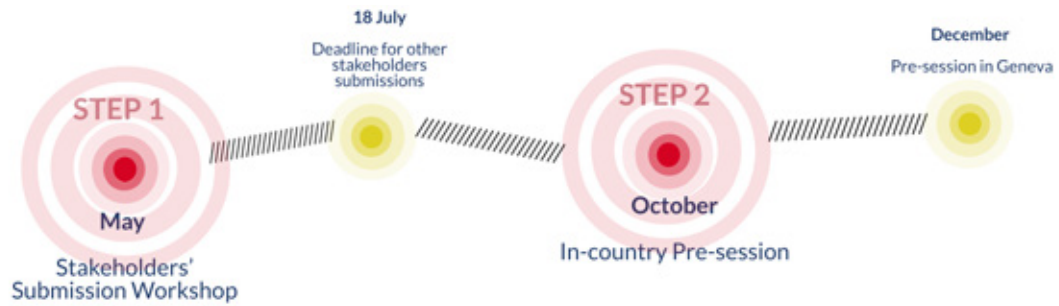
- **60 civil society representatives** were trained on the development of thematic action strategies;
- **Three thematic action strategies** (rights of persons living with disabilities, sexual and reproductive health and SOGIESC rights, civic space and fundamental freedoms) were developed;
- **One Workshop Charter** prioritizing 27 CSO actions to support UPR recommendations implementation was adopted;
- **88%** of respondents to the participant survey reported that the information and tools shared at the workshop would benefit them in their work.

### Step 4 : Multi-stakeholder dialogue



- **180 national stakeholders** including members of the government, the parliament, CSOs, the diplomatic community, UN agencies, and other international organizations attended UPR implementation workshops. **21.7% of participants were women;**
- **54 CSO participants** learned how to identify and contextualize indicators to monitor the level of implementation of UPR recommendations;
- **93 representatives of the government, 55 CSO representatives and 27 members of the resident diplomatic and international community** participated in the multi-stakeholder dialogue on UPR implementation. **Seven thematic groups** composed of representatives from the Government and CSOs worked together on identifying the relevant ministries responsible for the implementation of each UPR recommendation;
- **54 government officials** attended a workshop on the development of contextualized indicators to follow-up on UPR implementation.

## KYRGYZTAN



### Step 1 : Stakeholders' submission workshop

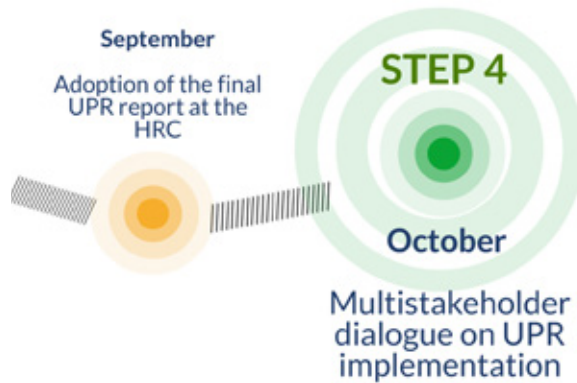
- The attending **67 CSO and NHRI representatives** – of which 62% were women and 42% came from seven different regions of the country – received a training on how to draft an effective stakeholders' report ahead of Kyrgyzstan's third UPR in January 2020;
- **10 thematic groups** were established to begin the drafting of several joint UPR reports;
- **six civil society and NHRI reports** were submitted as a result of the training. Among them, four were joint reports and two were individual;
- **26 of 33 issues** contained in the CSO UPR submissions were developed as a result of the training were addressed in the OHCHR's Summary of Other Stakeholder's Report.

### Step 2 : In-country Pre-session



- The attending **50 CSO and NHRI representatives** – among them 54% women and 56% coming from six different regions of the country – participated in a training on how to advocate for their human rights issues in the UPR. They developed **16 UPR advocacy fact-sheets**;
- **12 CSO and NHRI representatives** briefed **10 embassies** about the national human rights situation and provided suggested recommendations. Two "Human Rights Cafés" allowed civil society and diplomatic missions to further discuss human rights issues;
- **A regional exchange** between nine representatives from Kazakh CSOs and six from Kyrgyzstan allowed them to share their experience in engaging in the UPR process as well as best practices on how to address and lobby for human rights issues within the regional context.

## JORDAN



*“[The activities were] very useful, as I gained knowledge on how to monitor UPR implementation; and it was important to identify recommendations relevant to our organization’s work and the government’s response to these UPR recommendations. To me, the most important learning was how to identify the three types of indicators and how to develop an action plan to implement and monitor UPR implementation. We will continue to develop the action plan and monitor all recommendations related to our thematic issue to see whether the Government is responding to recommendations and is taking specific measures.”*

Cambodia – Step 4 – Anonymous testimony

## Step 4 : Multi-stakeholder dialogue

- The training held from 11-13 December included 35 participants, of which **45% were women**.
- **Eight regions** were represented by participants;
- Participants gained knowledge of how to develop **context-specific indicators** and how to apply the methodological framework developed by the OHCHR;
- Government representatives agreed to systematically include the participation of civil society in the development of their implementation plan;
- **six participants** came from different national universities and established a group committed to monitoring the implementation of UPR recommendations. This created a **new generation of human rights advocates** trained on the UPR and their role within this UN mechanism.

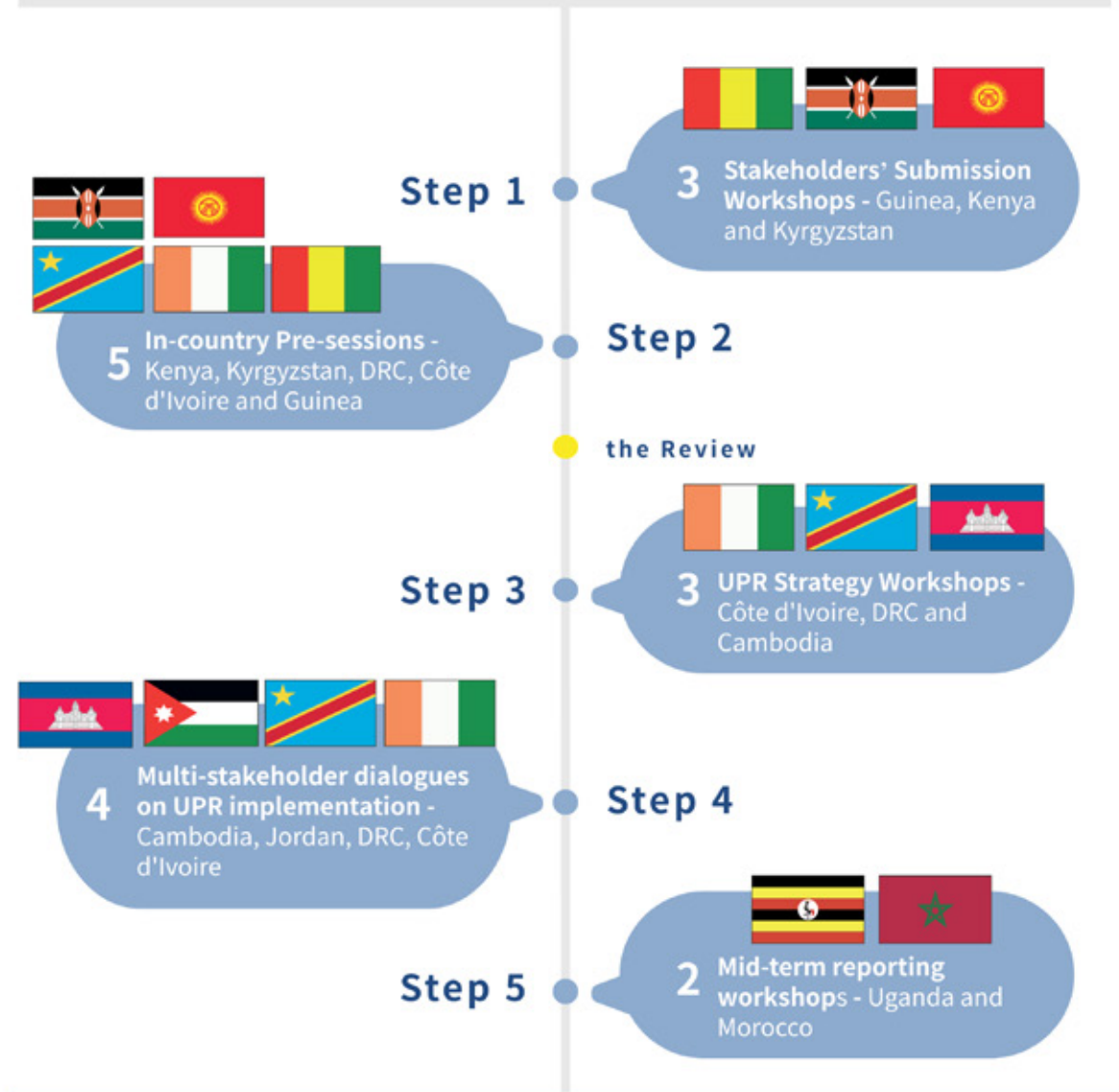
*“The workshop demonstrated that civil society can also contribute to the implementation of the recommendations, whereas before, we only focused on monitoring the actions of the Government. I realized that the daily activities of my organization can support the implementation of UPR recommendations. As for the dialogue, it allowed CSOs to approach partners. There is a greater sense of willingness on the part of the Government, the NHRC and resident embassies to work with CSOs.”*

Democratic Republic of Congo - Step 4 - Sandra, WILPF RDC

## IN-COUNTRY PROGRAMME 2019

We organised **18 in-country workshops** covering **all steps** of ICP.

These events brought together more than **1'000 participants** in **9 countries**.



### ACCOMPLISHMENTS



34 Advocacy Factsheets



44 UPR CSO & NHRI Submissions



11 Action Strategy Plans



40%

gender balance in average throughout our activities



80%

of countries' regions represented





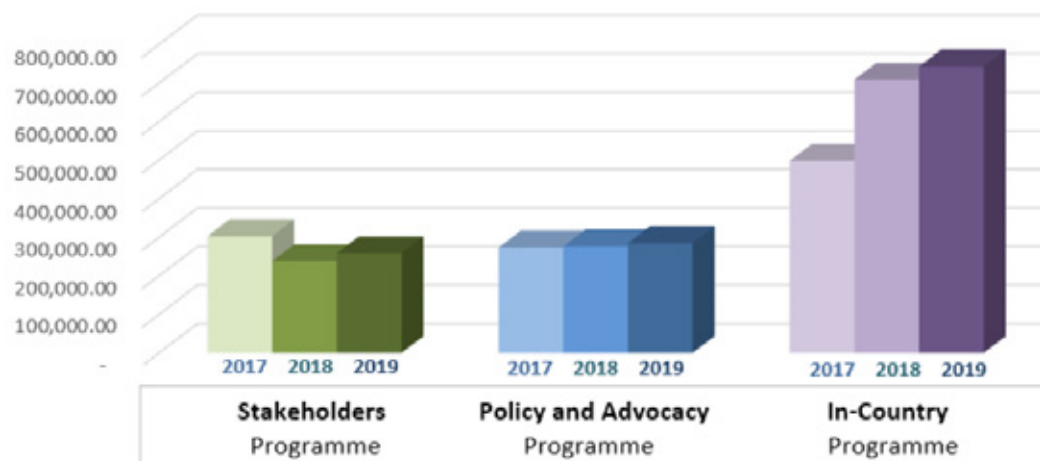
# 04 Finance and Administration

## 4.1 Evolution of UPR Info's Budget (2011 to 2019)



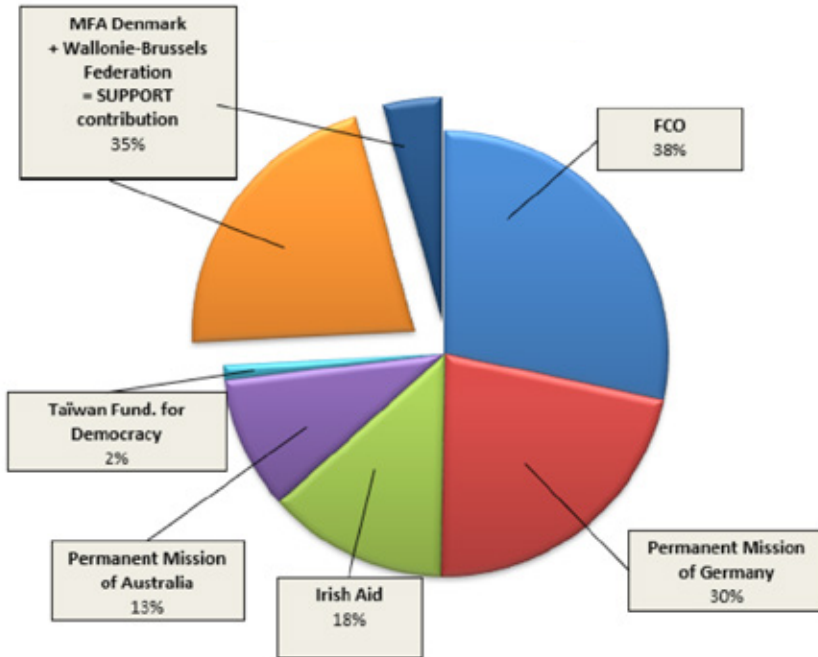
UPR Info has shown a steady budget increase since 2011. In 2019, the organisation was operating with CHF 1,288,265, approximately + 6% compared to 2018. This stable and moderate increase of budget reflects the growth of the organisation and its ability to deliver its planned activities.

## 4.2 Evolution of the Three Programmes (2017-2019)



Over the last three years, UPR Info has clearly defined the scope of work of its three Programmes. Together, the Stakeholder, Policy and Advocacy, and In-country Programmes work to strengthen the UPR mechanism and provide technical support to all national stakeholders to promote their engagement in the UPR process.

### 4.3 The Stakeholders Programme



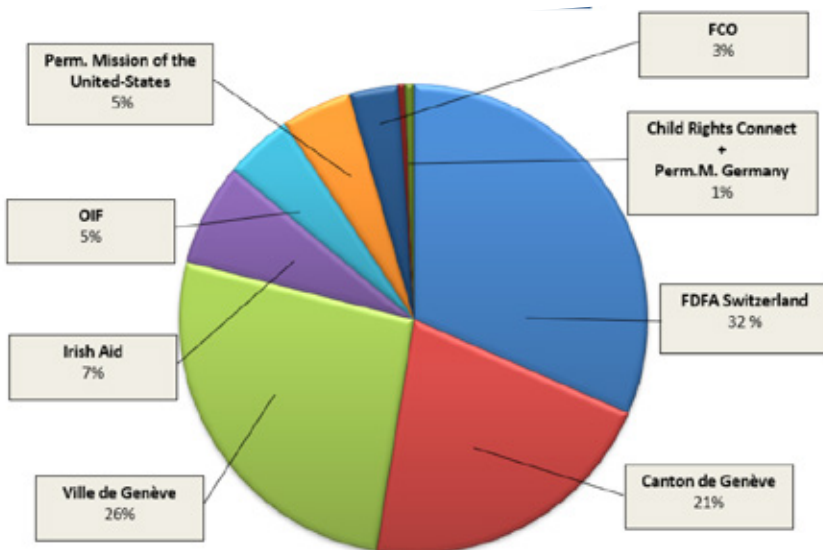
Source of funds for the Stakeholders Programme in 2019

**Budget:**

2017 = 302'931.58 CHF =>  
 2019 = 259'415.52 CHF (i.e. - 14 % in 3 years)

Programme funding is used to cover the costs associated with UPR Info’s database and website, two key tools to inform UPR stakeholders about the UPR and to monitor the implementation of recommendations. In 2018, the CSO Programme became the Stakeholders Programme, providing a wider range of support to a greater variety of national stakeholders such as NHRIs, Parliamentarians and Academia. This resulted in the identification of new donors who contributed to strengthening the activities provided by the Programme.

### 4.4 The Policy and Advocacy Programme



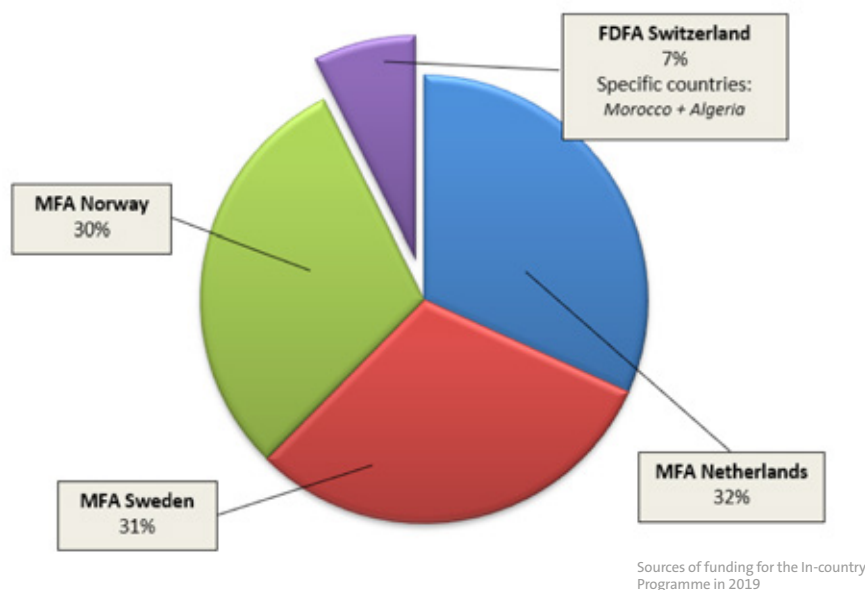
Sources of funding for the Policy and Advocacy Programme in 2019

**Budget:**

2017 = 273'715.03 CHF =>  
 2019 = 285'296.52 CHF (i.e. + 4% in 3 years)

The Programme’s main expenditures correspond to the organization of the Pre-sessions, which take place three times per year in Geneva. The financing of this programme has remained stable for the last 3 years. 70% of the funds came from multi-year contracts of two or three years (2017-2019, 2019 being the last year) from regular donors. Over the last two years, specific Pre-sessions activities have been supported by new donors.

## 4.5 The In-Country Programme



### Budget:

2017 = 498'328.43 CHF =>

2019 = 743'552.49 CHF (i.e. + 49% in 3 years)

The In-country Programme presents the largest budgetary increase of among UPR Info's three programmes. It comprises two main axes: the traditional In-country Programme with activities composed of 5 steps, in key selected countries (11 to 12 countries per year). The second focus, which benefited from additional funding, corresponds to country-specific interventions with programming adapted to the needs and/or requests of countries concerned (Morocco and Algeria).

ACTIF/ASSETS	2019	2018
Liquidités / Cash (Annexe 6)	181,606.97	423,092.11
Subventions et produits à recevoir / Grants to be received (14)	54,698.06	0.00
Actifs de régularisation / Transitory assets (Annexe 7)	29,925.05	450.00
<b>Actifs circulants / Current assets</b>	<b>266,230.08</b>	<b>423,542.11</b>
Garanties / Guarantees (Annexe 8)	4,906.37	4,906.37
<b>Actifs immobilisés / Permanent assets</b>	<b>4,906.37</b>	<b>4,906.37</b>
<b>Total de l'actif / Total Assets</b>	<b>271,136.45</b>	<b>428,448.48</b>
<b>PASSIF/LIABILITIES</b>		
Dettes à court terme / Short term debts (Annexe 9)	0.00	2,084.30
Charges sociales dues / Social benefits to be paid (Annexe 10)	7,964.08	9,467.23
Passifs de régularisation / Payable and accruals (Annexe 11)	42,192.58	33,597.30
<b>Capitaux étrangers a court terme / Short term liabilities</b>	<b>50,156.66</b>	<b>43,064.53</b>
Fonds reçus d'avance non utilisés / Deferred Income (Annexe 12)	70,453.48	222,621.10
Fonds pour projets futurs / Funds for future projects (Annexe 13)	131,294.64	144,878.54
<b>Capitaux étrangers a long terme / Long term liabilities</b>	<b>201,748.12</b>	<b>367,499.64</b>
Capital / Capital	19,231.67	15,800.01
<b>Capitaux propres / Equities</b>	<b>19,231.67</b>	<b>15,800.01</b>
<b>Total du passif / Total liabilities</b>	<b>271,136.45</b>	<b>426,364.18</b>

**Bilan / Balance Sheet**  
**au 31 décembre 2019 / as at 31st of December 2019**  
 (avec chiffres comparatifs 2018 / with 2018 comparative)

	2019	2018
Partenaires projets (Voir annexe "Mouvement des fonds affectés") / Grants Project "Movement of affected funds"	1,288,264.53	1,218,250.46
Recettes propres / Own revenue	0.00	0.00
<b>Produits / Incomes</b>	<b>1,288,264.53</b>	<b>1,218,250.46</b>
Ateliers et séminaires / Workshop and seminars	-383,869.09	-340,579.65
Publications / Publications	-7,754.40	-9,590.39
Site internet / Website	-41,342.97	-54,470.00
Consultants / Consulting	-38,934.33	-40,709.25
Bureaux à l'étrangers / Regional offices	-79,434.40	-114,578.64
Salaires et charges sociales / Salaries and social charges	-677,736.51	-582,346.77
Loyer / Rent	-33,937.95	-23,070.20
Autres frais administratifs / Other administrative costs	-16,602.32	-29,196.76
Gouvernance / Overhead	-3,556.02	-8,338.17
Honoraires comptabilité / Accounting fees	-5,063.05	-7,908.78
Affectation à fonds pour projets futurs / Funds for future projects	0.00	0.00
<b>Charges / Expenditures</b>	<b>-1,288,231.04</b>	<b>-1,210,788.61</b>
<b>Benefice brut / Gross profit</b>	<b>33.49</b>	<b>7,461.85</b>

**Compte de résultat 2019 / 2019 Result account**  
**du 1er janvier au 31 décembre / From 1st of January to 31st of December**  
(avec chiffres comparatifs 2018 / with 2018 comparative)

	2019	2018
<b>Report / Report</b>	<b>33.49</b>	<b>7,461.85</b>
Charge financières / Financial charges (Annexe 15)	-1,780.57	-7,550.41
<b>Charges financières / Financial charges</b>	<b>-1,780.57</b>	<b>-7,550.41</b>
Intérêts / Interests	0.00	0.00
Commissions impôt source / Source tax commission	0.00	0.00
Autres produits / Other income (Annexe 16)	2,758.26	486.09
<b>Produits financiers / Financial products</b>	<b>2,758.26</b>	<b>486.09</b>
<b>Resultat annuel / Year result</b>	<b>1,011.18</b>	<b>397.53</b>

**Compte de résultat 2019 / 2019 Result account**  
**du 1er janvier au 31 décembre / From 1st of January to 31st of December**  
(avec chiffres comparatifs 2018 / with 2018 comparative)

## 4.6 2017-2019: Multi-year contracts, Policy and Advocacy and In-country Programmes

2019 marked the end of UPR Info's three-year Policy and Advocacy and In-country projects, which successfully supported the engagement of HRDs in the UPR mechanism. The ability of these programmes to fulfil their respective commitments and deliver activities was made possible thanks to the funding the organization secured over this three-year period. The delivery of additional activities will be dependent on the identification of new donors.

UPR Info aims to continue to operate with a stable budget in order to be able to respond to the needs of the beneficiaries, its activities and to ensure the sustainability of its actions.

## 4.7 2019 – Focus on Incomes

### Exceptional funds:

- *Fédération Wallonie-Bruxelles Le Parlement* (Prize for Democracy and Human Rights, 2019)

### Foundation funds:

- *Taiwan Foundation for Democracy*

### Institutional donors:

- *Swiss Federal Department of Foreign Affairs*
- *Foreign and Commonwealth Office*
- *Government Offices of Sweden*
- *Irish Aid*
- *Min-istry of Foreign Affairs of the Netherlands*
- *Organisation Internationale de la Francophonie*
- *Royal Ministry of Foreign Affairs of Norway*

### Local donors:

- *Canton of Geneva, Service de la Solidarité Internationale*
- *City of Geneva*

### Permanent Missions to the United Nations in Geneva:

- *Permanent Mission of Australia*
- *Permanent Mission of Denmark*
- *Permanent Mission of Germany*
- *Permanent Mission of the Netherlands*
- *Permanent Mission of the United States of America*



UPR Info's activities were supported by 16 donors in 2019. We would like to extend our sincere appreciation to each of them.

UPR Info's work has been possible also thanks to all the different international and local partner organizations that have contributed to our work in advancing human rights. Among these, we would like to thank the following partners:

- *The Office of the United Nations High Commissioner for Human Rights*
- *Global Alliance of National Human Rights Institutions*
- *DLA Piper*
- *Huridocs*
- *Child Rights Connect*
- *Aurora Consulting*

# The Way Forward

With its new Strategic Plan 2020-2022, UPR Info has set out its programmatic priorities for the next three years. The Policy and Advocacy Programme will continue to support the human rights advocacy work of NHRIs and HRDs in addition to sharing the organization's expertise on the UPR mechanism to ensure its effectiveness and to prevent human rights violations from occurring. The Stakeholders Programme will continue to provide tools to national stakeholders to support their engagement in the UPR and empower youth to be actors of change to promote the respect of human rights. The In-country Programme will embark on a new phase, pursuing its actions in the field with national civil society organisations and strengthening its collaboration with NHRIs, parliamentarians and governments to reinforce national institutions' ownership of the UPR process. UPR Info will be working with focal points in Asia and a Regional Adviser in Africa based on their expertise. At the organizational level, it will be developing risk matrices and updating mitigating measures as well as creating new indicator frameworks to monitor and learn from implemented activities.

In 2020 UPR Info will publish a series of publications to showcase the impact of the UPR at different levels. Specifically, the research work will focus on three aspects: the contribution of Federal States and Regions in the implementation of UPR recommendations, an outline of the journey of UPR recommendations from their formulation to their implementation and the transformational changes at the national level that the UPR has contributed to. These reports will provide UPR stakeholders with a compendium of best practices and recommendations to help them better engage with the mechanism and therefore contribute to the advancement of human rights on the ground.

Finally, UPR Info will continue to ensure value for money through its procurement system, the development of partnerships to guarantee the effectiveness and relevance of its activities, as well as sustainable engagement.



# Internal Organisational Structure

## UPR Info Executive Board 2019

The Executive Board oversees the policies and operations of UPR Info to ensure that the organization meets its goals. It is composed as follows:

- **Mr. Miloon Kothari** (India), President
- **Mr. Chris Duckett** (USA), Treasurer
- **Professor Edward R. McMahon** (USA), Board Member
- **Mr. Julien Bonnet** (France), Board Member
- **Ms. Catherine Mbengue** (Cameroun, Switzerland), Board Member
- **Ms. Hoa Nghiem** (Vietnam), Board Member

## UPR Info Secretariat 2019



**Ms. Mona M'Bikay**  
Executive Director



**Ms. Nargiz Arupova**  
Programme Manager  
In-country Programme



**Ms. Nicoletta Zappile**  
Programme Manager  
Stakeholders Programme



**Ms. Ashleigh Shields**  
Programme Manager  
Policy and Advocacy  
Programme



**Ms. Saïda Laurent**  
Finance and Administration  
Manager



**Ms. Tenar Lorente**  
Programme Officer  
In-country Programme



**Ms. Laura Sinner**  
Programme Officer  
In-country Programme



**Ms. Eleonora Aggio**  
Programme Assistant  
Policy and Advocacy  
Programme





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## Internship Programme 2019

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The work of UPR Info would not have been possible without the support of our interns:

- Ms. Emma Larroumet
- Ms. Eleonora Aggio
- Ms. Valeria Reyes
- Ms. Amelia Kraus
- Ms. Anna Simmons
- Ms. Clara Sánchez López



UPR Info is the founder of the We Pay Our Interns Initiative, which is composed of 47 partner organizations.

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## Codes of Conduct and Policies

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UPR Info work is guided by the following codes of conduct and policies

- Organisational policies and procedures (2012/2016/2018)
- Anti-Fraud Policy (2014)
- Anti-Corruption Code (2014)
- Anti-Terrorism Policy (2016)
- Sexual Harassment Policy (2018)
- Code of Conduct for Board members (2019)
- Child Protection Protocol (2019)



*Promoting human rights through  
the Universal Periodic Review*



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