

Appendix D: Dockets for Portfolio Review of Data for Advocacy

Data for Advocacy Grants: Current and Past Relevant Grants

Mother’s Right Foundation.....	2
Transparency International Anti Corruption Center.....	3
Southeast Asia Centre for E-media (SEACem)	5
Analitika – Center for Social Research	6
JumpStart Georgia.....	7
HURIDOCS	8
Network for Human Rights Documentation Burma (ND-Burma).....	8
Centre for Security Studies (CSS)	9
HURIDOCS	10
HURIDOCS	11
Center for Economic Analyses	12
Institute Alternativa	12
Think Tank Popolari.....	13
Reactor – Research in Action	13
Open Knowledge Foundation	14
New Media Advocacy Project	15
Jumpstart Georgia	18
American University, War Crimes Research Office.....	20
Verité	21
Vjetrenjaca, udruga za promicanje prava na pristup informacijama	23
Fair Play Alliance	24
JumpStart Georgia.....	26
The Engine Room Foundation.....	29
HURIDOCS	32
New Media Advocacy Project	34
Witness Inc.	37
Property Rights Coalition.....	41
Public Association for Assistance to Free Economy.....	44
Reactor – Research in Action	48
Association Green Alternative	49

Mother's Right Foundation

Modernization Project, 3/1/2010-5/3/2010

Organization Budget: \$563,420

Awarded amount: \$53,356

Recommender: Elizabeth Eagen

The Mother's Right Foundation was included in the assessment done by HURIDOCs in January 2009, and our assessment found they were, technologically, in dire straits. The director, Veronika Marchenko, joked that the good news is that the organization is almost invulnerable to computer viruses, but this is because nobody writes viruses for computers as old as the ones used by MRF, and indeed at least one computer housing the organization's database uses 5 ¼ -inch floppy disks. The organization conducts a high volume of its work via fax and post, and uses dial-up to access the internet, tying up the phone line used for fax and phone consultation. Staffed by a few core members and accessing a network of volunteers, MRF nonetheless struck us as an organization where minimal investment in upgrading existing information management – which is already quite good in analog form – could lead to the development of strong analytics and opportunities for young volunteers to capitalize on new tools and techniques for activism. The organization on its own is already moving into this field and its website is not bad, and it has plans to start a discussion forum to encourage young people to work in human rights.

In our notification on the core grant to MRF from April 2009 we challenged it to work with HURIDOCs to develop a full overhaul of MRF's information management system. After negotiating for several months on paper archives, databases, security, and the needs of the organization, this proposal has the buy-in of the ED, IT, and external support network that helped to develop it, and also (as Katherin mentioned in her cover letter and in my discussion with her today) really captures the core tasks needed to lift the organization out of its current state of emergency and stabilize it. This three-month project is structured around expenditures on equipment and software, development of a data backup system, and modernization and migration of the existing database to a new one. The technical details are available in the proposal, but to summarize: 1. multi-function copier-scanners and faxes, and a postal-contract to reduce variance in costs, would address the day-to-day operations of the organization's work with its constituents. Portable scanners would solve the difficulties of obtaining documentation for lawyers in the courtroom. Paper and ink is requested for three months only, while internet access is proposed for a full year – giving MRF time to integrate the cost into its other proposals without the threat of interruption, and an embedded incentive for MRF to prioritize less-costly online and digitization solutions wherever possible. 2. Secure digital backup systems would automatically backup computers to a server running in RAID mode, route information to an encrypted online repository in the US (Backblaze); the system would be duplicated on archive-grade DVDs stored in a safe. 3. Modernizing the existing database.

I want to say that I am immensely impressed with this proposal – it balances tech and organizational operations, and while it presents a really tailored solution for MRF I think it is a great model for thinking how to do this with other organizations in similar technological black holes, and I'd like to send this proposal to the Latin America program to look at so they understand the options for them. Case in point is the planned upgrade of the current database, which is on floppy disks in an almost-dead programming language. It allows for staff development of the existing IT person Alexei Popov there, who was able to choose the database programming language he is most comfortable with and developed the plan himself, supported by his long-standing relationship with the organization. Although all solutions were sourced and priced by the organization, then reviewed and negotiated with HURIDOCs' consultant Oleg Burlaca, who did such a good job with SOVA, Alexei at MRF will implement all the changes himself – and so that's one more IT person inside an NGO who has this experience, and one ED who has had to invest power in her IT person. As a side note, during the initial assessment meeting Veronika told us she had used Martus; she later told Katherin that she had tried it only because donors seemed interested

in it, but the organization never used it in its daily work. The proposal does not make a lot of use of free and open software tools. I think we're seeing that it takes something else for an institution to do that – and I'm interested in exploring why, as it's not as though the advisor on this project (Oleg) is unfamiliar with those systems.

I just had a conversation with the Katherin at HURIDOCs who's been negotiating and drafting the project with Veronika. She had some interesting insights into the process. Salient among them is that she pointed out some redundancy on the archiving and security side of things. It's duplicative to have archive-grade DVD backups of electronic documents stored in a safe, but this is so important to Veronika's concept of safety that the point became contentious, and I believe in order to have MRF invested in implementing the technical side of things it's counterproductive to deny them the security they see as necessary here. Katherin sees this as an element of transition for low-tech organizations: they can't grasp that the non-tangible storage is safer in many ways, but Katherin believes this will taper off rapidly. Similarly HURIDOCs has recommended a few slightly more expensive pieces of equipment that have capabilities (scanning, for example) that the organization will use in the future as it becomes more comfortable with technology, and likely with a little pressure from us and pressures on costs of storing, mailing, and managing paper. By the way, the organization itself reports that it is under financial strain, posting this news update <http://mright.hro.org/node/861>. Katherin talked Veronika down from a request for archiving space and staff by talking to her about sustainability of donors.

A few final items: I have asked Katherin to clarify who and how the specialized accountant for this process is, and whether it is possible to pay such a short honorarium under Russian labor laws. If we decide to support, I would move the start date to January 15th at the earliest. I would also emphasize that this update of the system is a one-time occurrence only, and that should the organization accept it, fixed costs such as internet, licenses and subscriptions, would need to be spread across the organization's donors. Finally, I think it is up to us in HRGGP to find a way to deal with a small but costly mission creep in MRF – much of its ongoing archive storage pressure seems to stem from Veronika's willingness to serve as a repository for documentation for the families she helps and for journalists who don't like to read things electronically. I have refused and cut from earlier versions of this proposal the rental of new space for her archive and archivists to curate it, and we should continue to encourage a more digital trend for this organization wherever possible without losing sight of the fact that some of its constituency might be largely unconnected to the internet and electronic data.

Transparency International Anti Corruption Center

Monitoring of Urban Development in Yerevan City, 3/1/2010-9/30-2011

Organizational budget: \$335,562

Awarded amount: \$50,000 (\$25,000 from HRGGP, \$25,000 match from Foundation)

Recommender: Elizabeth Eagen

Transparency International Armenia (TI AC)'s proposed monitoring of urban development in Yerevan city touches at the heart of an ongoing human rights and accountability problem in Armenia. The observance of urban development and tender law in Armenia has been increasingly lax over the past several years; corrupt practices are at fault, and, the organization argues, infringement of legislation, violation of property rights and dislocations, social unrest, destruction of historical-cultural monuments and degradation of the environment are on the rise, and the origins and peak of these violations take place in Yerevan. Although in 2005 a master plan was adopted, violations continue. This proposal was submitted with some urgency, as TI AC is poised to lose key staff members with expertise if it is not funded, which indicates some trouble with strategic planning, and we should consider assistance for in the near future to TI AC.

The proposal will study legislation and practices related to concrete cases of violations of urban development practices, protection of public parks, and architectural monuments, and will develop recommendations for policy change over the course of twelve months. TI AC will seek to plug the holes in legislation by conducting a six-month, comprehensive desk

research of the relevant urban development legislation and master plan, and will assess the compliance of practice against regulation. Part of the way through this process, TI-AC monitors will begin to study documents released to them by the Yerevan Municipality in 2009 to draw expert conclusions from individual case studies on the main trends of violation and lax enforcement. The conclusions and monitoring will then be drawn into a report and recommendations, around which TI AC will conduct policy advocacy in the form of roundtable discussion during the duration of the project, followed by ongoing advocacy activities after its conclusion.

The project develops from TI AC's strengths in the field of environmental monitoring, and offers room for the organization to grow along the track of evidence-based policymaking it has pursued for a number of years. External review of the project raised concerns about the limited scope of the project, particularly in its lack of participatory monitoring and its focus on desk research, that includes stakeholders only at the end stage. This review, by a well-known and respected expert, dovetails with the ongoing goal of HRGGP's joint Human Rights Data Initiative to explore connections between data gathering, participatory monitoring, and advocacy outcomes at the policy-change level. It also touches on an issue that is already being explored in relation to one of the experts participating in the existing project (Sedrak Baghdasaryan), whose own organization, Victims of State Needs NGO, is being considered for further funding of participatory monitoring under that fund. Although those recommendations (included here) suggest an expansion of the existing project, I would suggest that the participatory aspect of this activity is not something that TI AC is a specialist in, and greater and independent attention should be paid to that aspect that incorporates the ongoing research. Therefore recommended support should be given with the caveat that more advocacy planning is necessary and data-sharing from this project should take place with that activity.

Additionally, some clarification on Sedrak's position, as well as three budgetary clarifications, need to take place within the budget: first, how the personnel expenditure for Sedrak affects his full-time supported position under other projects supported by the local foundation, and second, why there are two accountants; and finally, what the tasks are for the web-page updating and maintenance position are, as that person should be included in participatory monitoring and web-presence of this project beyond a static site. We recommend funding \$25,000, and OSAF-Armenia has indicated it will support \$25,000 additional matching funds.

Below please find the recommendations from the peer review conducted by Tomasz Sudra, Development and Urban Planning Specialist Consultant with UN-HABITAT (not for public dissemination).

1. As proposed, the project would be basically an expert's desk-work, with "stakeholders" to be informed, but not involved, until the stage of discussion of lessons and recommendations. I would suggest instead to use, if possible, a methodology of a more participatory monitoring and assessment. This would help to create the feeling of ownership of the exercise in the management and staff of the Council, and would build bases for continuation of such monitoring and assessment by the Council itself after the termination of the project. It would be excellent if the institutionalization of such a monitoring, with involvement of the civil society, could be one of the project's objectives. Project itself could provide initial capacity building and organizational development support to the Municipality. More participatory approach would also allow researchers the access to information about the administrative and development process, which is likely not to be contained in the documents.
2. I was glad to see the past experience of the TI AC in the past projects promoting public participation and access to information in environmental decision making. I would suggest that this work should continue in the proposed project. It would be useful to know how accessible to general public is the information about the master plan itself; about the proposed new construction and infrastructure developments, both public and private; about building permits being issued; about assessed value of the properties and the real estate taxes paid etc. It would also be useful to know if there are any local (sub-metropolitan) organizations/associations devoted to promoting local development and protecting local

environment and cultural heritage. Such organizations could be a valuable source of information for the study, and an important partner for the advocacy activities. At the same time the project could amplify their visibility and future effectiveness.

3. The Problem Statement section of the proposal seems to indicate that the vision of the future of Yerevan, contained in the master plan, is not shared by some important stakeholders, and possibly even by some parts of the administration. This may imply that the process of formulation of the 2005 master plan has not involved to a sufficient degree all stakeholders. If this is confirmed, the project could assist to remove this communication gap, by involving some "missing stakeholders", as a step towards facilitating more inclusive, and consequently more implementable, future planning and development process.

4. Finally, the project proposes to focus on two very important areas: protection of natural environment and of the historical heritage. I would suggest adding, if possible: minimizing future operation and maintenance costs, opening opportunities for local economic development, and poverty reduction.

Southeast Asia Centre for E-media (SEACem)

Asian Human Rights Monitoring, 6/1/2010-5/31/2011

Organizational budget: \$378,200

Awarded amount: \$150,000

Recommender: Elizabeth Eagen

Organization Description

The Southeast Asia Centre for E-Media (SEACAM) was launched in October 2004 in Malaysia to build the capacity of Southeast Asian independent media and civil society organizations to use electronic media technologies to enhance democracy, freedom of expression and human rights. Since its inception it has trained more than 200 civil society groups and consulted with more than a dozen new media organizations.

Project Description

SEACEM seeks support for its Asia Human Rights Monitoring System project which aims to establish an integrated region-wide online human rights monitoring and documentation. In 2006, SEACEM piloted a project with SUARAM, Malaysia's largest human rights organization and long-time SEAI grantee, called SuaramDM which sought to assist SUARAM manage its information needs. The pilot was useful in helping SEACEM identify the technical and limitations of using a stand-alone application to document human rights abuses. Next SEACEM surveyed several large human rights organizations throughout the region to determine their current documentation needs. The results of the survey revealed that most organizations would benefit from a more integrated system but one that still allows for customization. After consultations with the Information Program and several local partners SEACEM has selected Openevsys, developed by Huridocs and Respere, as its core system.. It now requests funding to establish its own expertise in the Openevsys, and then, working with its implementing partner, Forum Asia (SEAI grantee) develop content and promote the use of the site in five countries. Specifically, it will: send 3 of its team members to undergo training with Respere to gain an understanding in Openevsys; conduct a workshops for 7 staff members from targeted NGOs (including 2 from ForumAsia) to determine customization needs; code the system; allocate a resource person to each participating NGO to research and enter 200 cases per country into the system; audit the content; launch the site in each participating country and issue a report analyzing the content.

Rationale For Funding

After years of pursuing a policy of political non-intervention, the Association of Southeast Asian (ASEAN) has finally established a human rights charter and body. Unfortunately the ASEAN Inter-Governmental Commission for Human Rights (AICHR) is weak and the October, 2009 launch was tarnished by ASEAN leaders' deliberate marginalization of civil society.

Still the SEAI feels that the AICHR offers a rare opportunity for open dialogue about human rights and the potential to establish a model for regional standards and national implementation. AICHR's potential to curb the region's acute human rights abuses depends on civil society's ability to maintain continued pressure on the commission to hold government's responsible for their obligations under national and international law. A regional monitoring system which includes space for multiple voices and sources of information will enable civil society to develop more effective, participatory and far-reaching advocacy campaigns aimed at the AICHR as well as national governments. This project is particularly timely as both Thailand and Burma come up for universal periodic review in 2011. This project will advance the SEAI's goals of building the technological and institutional capacity of grantees to monitor human rights under our Information and Media priority and our goal of offering new opportunities for civil society to engage with governments on human rights, particularly around the ASEAN human rights mechanism under our Civil Society Participation in Good Governance priority

Analitika – Center for Social Research

My Place (Moje Mjesto): Local governance data reform project, 9/1/2010-8/30/2011

Organizational Budget: \$234,600

Awarded amount: \$24,955 (\$12,477.50 Information Program; \$12,477.50 TTF)

Recommender: Think Tank Fund – Information Program (joint)

The purpose of the grant is to fund Analitika to undertake a project collecting and integrating publicly available municipality-related data into a comprehensive website; promoting that website and the data's use by various stakeholders; developing analytical tools to enable comparison across municipalities; promoting the website as an interface for users of datasets and profiles; and promoting the advocacy goal of increasing the transparency of local self-governance reform process and governmental performance. Analitika will in the long run seek to create analytical and open sourced content that complements the public policy objectives of Analitika's research, as well as building Analitika's web presence.

The proposal is submitted by a key organization for the Think Tank Fund, which believes it has the ability to carry out the proposed work. Analitika's strength for this proposal is in its strong motivation to invest, since it sees the data sets as forming the core of a new web presence for the organization, which could be quite transformative. Additionally, TTF would include them in technical and advocacy trainings that they have recognized as necessary to the long-term results of this CFP. The organization has understood the potential for this project to springboard them ahead of others in engagement with public officials and potentially with citizens.

Our biggest concern with which we queried the organization was about advocacy and topics of policy work that were expected to emerge from this project. The organization responded that it expected three main topics to emerge: Transparency of local budgets in terms of content and availability of financial data; Participation of national minorities in local councils; and Citizen participation in decision making at local level through various mechanisms (e.g. public hearings, referenda etc.). These seem like logical outgrowths of the centralization and exploration of municipal data, and give a good indication that the organization has faith in the power of its data to speak to its policy objectives – Analitika envisions linking the data sets to ongoing policy work on local economic development as well.

As part of this grant we would like to see clear indicators of advocacy progress and will monitor this at the interim report. I would also ask that the organization keep close tabs and conduct a mid-grant assessment of the readership and use of its website, as that will help it to correct in mid-course if needed. In the follow-up to our questions, Analitika suggests several course-corrections that could take place, which is a good indication that the organization is thinking ahead.

The budget is reasonable to Goran's expectations of the pay scale and environment in BiH, and we recommend funding at the requested level of \$24,955 split 50-50 with the Think Tank Fund.

JumpStart Georgia

Open Taps/Georgia, 10/11/2010-11/30/2011

Organizational budget: \$120,000

Awarded amount: \$25,000 (split between TTF and IP, \$12,500 each)

Recommender: Elizabeth Eagen

Open Maps Caucasus (OMC) is a relatively new organization based in Tbilisi. The organization is being incubated by the US organization Jumpstart International, which is a non-profit seeking to “build capacity in under-resourced communities through leveraging new technologies.” We have been aware of OMC’s activities for some time now, after learning of its initial project to map the Shida Kartli region of Georgia and its subsequent activities teaching volunteers and activists to use GIS to map and engage with open geographic content in the regions and in Tbilisi.

The proposal seeks funding to rationalize the existing public data on water quality and accessibility throughout Georgia, confronting both the problem of available but “inaccessible” data on water. Much of the available data is poorly catalogued, under-linked, complicated and difficult to understand, and housed in information silos inside nonprofits, international organizations, donors, government agencies, and government-contracted companies.

OMC proposes to undergo a period of data collection, with the donated assistance of a water specialist and with a leading Georgian NGO already supported by HRGGP (Green Alternative), to discover both the content of information silos, and to determine how owners of that data are using it. OMC’s task will be then to develop partnerships with those organizations to obtain it for use. The organization will then analyze the data and combine that knowledge with a public survey conducted by an experienced organization (the Caucasus Research Resource Center) to determine the most resonant issues around water and to determine what format people wish to receive this information. The remainder of the project will focus on building a system that collates the existing data simultaneously with the development of an online community of users and a data portal. This activity relies on Green Alternative’s expertise and long-term involvement in environmental issues and how to deliver them meaningfully to the public audience and raise awareness.

Like many data projects, the first point of derailment for this activity would be a reluctance to share data. OMC’s primary strategy to mitigate this is through offering the technical skills of OMC (which are growing) to assist organizations in return for shared data. That may be overly optimistic; however, most of the listed data sources have some open data requirements, and Green Alternative is experienced in FOI requests if need be. The project is well-placed in that Georgian environmental organizations have invested in a long term data-gathering strategy, as well as in exercising advocacy angles with the procurement process and the Ministry of Environmental Protection.

OMC’s application to the joint Think Tank Fund-Information Program’s Call for Proposals on new uses for data received positive reviews in the first round and was referred for more questions. The attached application is a result both of questions asked at that stage as well as several meetings and phone calls both with the local director of OMC, Jeff Haack, and the staff of JumpStart, and represents a scaling back of some of the more ambitious points of advocacy that are not OMC’s strengths. The current project develops a data and tech tool in such a way that the advocacy community is involved as sources of material, users of the future portal, and advocates if the tool appeals to their work. OMC has indicated that they are highly invested in making sure the NGOs are invested in whatever tool they build, which speaks well of their capacity to read the landscape for technological interventions.

OMC will also be considered for a core project in the coming weeks by HRGGP and IP. I recommend funding in full, at \$25,000, distributed evenly between the Information Program and the Think Tank Fund.

HURIDOCS

Information Systems Interventions—Armenia I, 10/15/2010-3/15/2011

Organizational budget: \$278,370

Awarded amount: \$99,840

Recommender: Elizabeth Eagen

The purpose of the grant is to support HURIDOCS to carry out work with four human rights and governance organizations in Armenia, based on the submitted proposal outlining the exact nature of intervention with each organization. In general, HURIDOCS will do the following tasks:

With the organization Victims of State Need (VSN), at-risk, controversial data will be secured against theft or damage in a system adapted from HURIDOCS' Russia work. Data will also be stored in a format that can then be opened for other organizations' use in advocacy purposes (at the discretion of privacy concerns for VSN and its clients). The website will merge front and back end concerns to integrate data management and website development.

With the Protection of Rights without Borders (PRWB), HURIDOCS' expertise will be dedicated to reformulating the existing database into a modern and updateable software that is secure and can functionally generate advocacy material that is online and searchable. Building from work with SOVA in Russia, HURIDOCS will level the efficiency of entering data, and make the database work for the website. HURIDOCS will be working with PWRB's local developer and plans to use him throughout the Armenia 1 project.

With Asparez, HURIDOCS will strengthen the organization's website to form a data-driven advocacy platform that also accomplishes the organization's goal of engaging public debate and pushing public entities to participate in proactive publishing of public data. The organization's freedom of information database will be integrated with website searching of full text, interactive maps, and the possibility for commentary from experts and users.

Interventions such as web cameras for immediate public broadcasting will draw Asparez further into social media use that is compatible with the organization's investigative journalistic roots and goals.

With the Helsinki Citizens Assembly-Vanadzor (HCAV), HURIDOCS will take this organization through an upgrade of its case management, website, file management, and document sharing systems, as well as prepare the organization to make a reasonable equipment and security upgrade request to Open Society Foundations and other core funders. OSI-AF intends to give support for the above mentioned activity.

Network for Human Rights Documentation Burma (ND-Burma)

Human Rights Database of Burma/Phase II, 1/1/2011-12/31/2011

Organizational budget: \$176,628

Awarded amount: \$73,000 (\$49,000 Information Program; \$24,000 from the SEA Program)

Recommender: Elizabeth Eagen

The Information program has supported the Network for Human Rights Documentation (ND-Burma) for several years. The group uses the database tool Martus to collaborate on the documentation of a set of sixteen human rights violations ongoing in Burma, bringing together a network of 13 Burma-focused (Thailand based) NGOs, as well as 3 affiliated partners. Each organization hosts a data manager, who is tasked with tracking cases and submitting them to the secretariat, which

acts as a convener of the network and hosts its ongoing deliberations on group advocacy efforts. The SEA project has requested co-funding for the next year of funding.

ND-Burma has over the course of the previous grant period gone through an intensive data-focused advocacy effort, producing a narrative report on illegal land seizures that was written in partnership with an Australian economist. Additionally, the organization engaged in several other advocacy trips as well as producing commentary and analysis for the human rights advocacy sphere centered on Burma. Partnerships with organizations like People In Need gave member organizations opportunities to travel and advocate on their issues. While each of these activities has its benefits for the participants, in this new proposal, we are most interested in ND-Burma's turn inward to use its own data more widely. In conversations with the group, it is clear that the coming year will see ND Burma dig into the data it has gathered, and key external partners, including Patrick Ball of Benetech and Patrick Pierce of ICTJ, are ready to help the organization navigate these data streams. ND Burma also seems to be ready to shift its thinking from the long-term data storage – a transitional justice model – to a more reactive advocacy driven goal set, and this proposal lays out the network's plans to engage in a Commission of Inquiry campaign.

During the review of this proposal both IP and the Southeast Asia Program had questions and concerns about whether the secretariat was strong enough to push the organization forward. In response, ND Burma has developed and funded an advocacy position in this proposal, as well as calculated for a self-evaluation. We believe these steps will indeed move the organization forward. ND Burma also seeks to develop a documentation and training center to add more partners to its network and develop the historical record of human rights abuse.

From our end, we would like to respond to the ongoing Martus issues by bringing together a Martus usergroup meeting to address coding, server, and maintenance issues, as well as to promote the sharing of improvements between users. As ND Burma has had some user problems, this will help them to address those.

I recommend funding the requested amount from the Southeast Asia program for co-funding, at \$49,000. SEA is keen to have all parts of the strategy funded, in particular the self evaluation, and the budget has gone through several layers of scrutiny. The organization has additional funding from NED, People in Need, and Voluntary Services Overseas, and is requesting funding for some parts of the attached project from OAK.

Centre for Security Studies (CSS)

Armed Violence and Injury Monitoring System/Crime Observatories, 11/1/2011-4/30/2013

Organizational Budget: \$303,400

Awarded amount: \$24,940

Recommender: Think Tank Fund – Information Program (joint)

This project aims to create a Crime Observatory in BiH that would compile, analyze and disseminate data concerning armed violence, juvenile delinquency, traffic accidents and hate crimes. The stages of the project would consist of extensive desk research and data acquisition, regular meetings with relevant BiH institutions, creation of a database and crime map for the public, and presentation of monthly, quarterly and yearly reports. Though it has a public-facing crime map, CSS proposes that this project will primarily target policymaking bodies in BiH; its secondary target groups consists of public health institutions, academia, the NGO sector and the media. Data would come from publically available police reports, data provided upon request from public health institutions and cantonal Ministries, media, research publications and population-wide interviews.

IP: The project is dedicated to regular analysis and monitoring, and focus on creating relationships with relevant national government bodies, but CSS does underline the importance of garnering public support. The data-feeds are interesting,

including available information on criminal justice as well as streams like traffic accidents. The organization's interest in following hate crime is tricky, because of the lack of legislation. A lot will depend on this organization's ability to maintain contacts and relationships among the agencies supplying data. Much will also depend on how this organization chooses its developer and creates its database, and the lack of detail on the form of that database is problematic. However, if these variables can be resolved satisfactorily, *we would support this project.*

TTF: This project is similar to CZ ProPolice, and demonstrates the general need for evidence-based policy in this area. The proposed cross-matching of crime data with health providers' is very innovative. Additionally, this project already offers relatively well defined recipients of their outputs. We concur with the IP's view on the qualities of the project, and *support awarding the grant.* Additionally we recommend that these two organizations be introduced to each other and suggest that Jonas Rollet be informed about them.

HURIDOCS

Information Systems Interventions—Armenia 2, 11/1/2011-8/11/2012

Organizational Budget: \$1,593,900

Awarded amount: \$98,946 (\$32,982 for 8 months, with equal co-funding from OSIAF Armenia and HRGGP at \$32,982 each)

Recommender: Elizabeth Eagen

Organization Description

HURIDOCS, a Geneva-based organization specializing in documentation and information management for human rights organizations, has become a key partner under our Human Rights Data Initiative in the Capacity Building Fund. The organization conducted in-depth assessments and implementation of digital documentation and security plans for organizations in Russia in 2009 and enlarged and repeated similar actions in Armenia. The purpose of each collaboration between HURIDOCS and local organizations is twofold: first, that at-risk data is dealt with in a short and long-term fashion; and second, that organizations are given a catalyzing burst of technological assistance to purchase and install critical fixed assets matched with a software strategy tailored to the organization's operational needs. After incubating and guiding this collaboration in grants sequenced to test various models across different countries, we have come to a point where we have some general insights about technical strategy for human rights documentation and should be prepared to invest in the longer term.

Project Description

The Board is asked to HURIDOCS' Armenia 2 project, the continuation of the OSF Armenia co-funded activities directed at four key partners in Armenia. Armenia 2 continues a working model we developed in 2011 with joint human rights and accountability grantees with the Armenian foundation. In collaboration with the foundation, HURIDOCS will plan and implement important data management, equipment, and website development upgrades for Transparency International, Helsinki Citizens' Assembly Vanadzor, Armenian Helsinki Committee and the Committee for the Protection of the Freedom of Expression. These four organizations are some of the most important organizations in Armenia, but the technical skills they possess are very limited. The Armenia Foundation has recommended some changes to the grant, which will be incorporated in the notification letter, including eliminating Mandat NGO, which they hope will engage with Tony Bowden of mySociety, and adding a component on longevity – essentially, drafting a beneficiaries list and long-term roadmap for technology that organizations can follow through once HURIDOCS' project is complete. The foundation and HRGGP have already approved and allocated funds for this project, and organizations are ready to begin.

Rationale for Funding

As we have presented in the strategy for HRDI, assisting organizations to develop new approaches to information handling in human rights practice has the potential not only to meet emerging challenges to human rights advocacy, but also to address established and persistent advocacy concerns by opening new avenues for advocacy. Many key human rights

organizations need assistance to recognize and solve the technology needs not only of their organizational infrastructure, but in unlocking the potential of their data to interact with others. The rapidly growing open data movement, which is largely made up of developers and hackers, and the human rights and accountability communities in the region ultimately share the same goal: increasing the transparency and accountability of governments. However, these groups have virtually no interaction with each other and speak completely different languages. HURIDOCS is one of the few bridges between these disparate actors.

HURIDOCS' patience and investment in the mission of human rights NGOs sets them apart from the cookie-cutter solutions that so many organizations are offered and fail to implement. However, a key need and focus for the coming grant period is to develop longevity of data management work and embed it among the local communities where HURIDOCS implements its projects. A part of this is in developing confidence for NGOs to control and fundraise for their own technical projects. The project has had the added benefit of coming at a time when foundations are beginning to invest more in the online media strategy, coalition-building for evidence-based policymaking, and in experimental information tools with key partner organizations, and HURIDOCS is able to act as a focal point for planning and understanding the needs of NGOs as they adapt new tools and technology. We recommend supporting both the Armenia 2 project, at \$32,982 for eight months, and core funds at \$80,000 per year for two years.

HURIDOCS

A Yerevan Story: HURIDOCS and Hayk Bianjyan, 11/1/2011-5/31/2012

Organizational Budget: \$1,593,900

Awarded amount: \$40,760 (\$15,760 Information Program; \$25,000 from Documentary Photography Property)

Recommender: Elizabeth Eagen

This project is the result of discussions between Hayk Bianjyan, a photographer documenting the destruction of houses and the use of eminent domain in Yerevan, and HURIDOCS. Hayk, a grantee of the Documentary Photography project, has amassed a unique archive of photographs and information over the past ten years on this topic. The project proposal seeks funding for HURIDOCS to coordinate the digitizing and archiving of Hayk's work by bringing him together with a Russian-speaking photographer in Berlin who will give him hands-on professional consultation and training on equipment and tools to manage his archive. The scope of the project provides for Hayk to travel to Berlin with his archive, where it will be professionally digitized, and where he will receive training on the archive, as well as instruction in a Wordpress website, and Hayk's own work managing and developing content for the site.

Hayk's natural partner in OSF is through the audience engagement grants of the Documentary Photography Project. However, in consultations with us that program realized that its audience engagement grants were not enough to deal with the large archive and with Hayk's needs as he develops into a more active advocacy role. For HRGGP the model is unusual, but the topic is not. We have developed this approach in part because we think the issue of eminent domain, evictions, and housing will become more prominent over the course of the next year, and we have a few partner NGOs in Armenia working on the topic. Though Hayk's primary identity is as a photographer, his archive is unique and he himself is gradually turning more toward advocacy. For example, a film he produced on this topic with funding from the Documentary Photography Project has recently been shown in Yerevan, and his message seems to be finding traction among officials and the public. We also believe this archive to be at risk. Hayk's subject area is increasingly controversial, and he recently reported that individuals responsible for demolitions had become more aggressive toward him.

The Open Society Foundation – Armenia has also reviewed the project. The foundation has flagged for us that Hayk needs to be encouraged to maintain openness with other NGO partners on this topic, and we hope that over the course of the project as his concern for the safety of the archive is alleviated that he will be able to look at the broader picture. We also

plan to engage with him through video advocacy work with N-MAP, and believe that we will learn more about the risks and benefits of investing in individual and non-traditional advocates through these small projects.

The Documentary Photography Project is contributing the bulk of the funding for this project, and though HURIDOCs will manage the activity the overhead costs to HURIDOCs are quite low and can be managed in conjunction with HURIDOCs' activities in other projects in Armenia. I recommend funding at \$15,760.

Center for Economic Analyses

Enhancing Evidence-Based Advocacy for the Budget of Macedonia, 12/15/2011-12/15/2012

Organizational budget: \$131,600

Awarded amount: \$22,800

Recommender: Think Tank Fund – Information Program (joint)

The Center for Economic Analyses proposes the creation of an online web portal containing budget data for Macedonia. This information would be culled from in-house data sets, online PDFs and information acquired through the country's Law for Freedom of Information. The portal would consist of "cleaned up" data that has been analyzed and adjusted for bias. It would describe not only public spending (national and municipal), but also promotional campaign spending and unexplained expenses. It would cover the years 1996-2011, and users would have the option of downloading machine-readable spreadsheets containing the raw data. There would be an interactive feature in which users could "test" different budget policies and measure expected outcomes. CEA proposes that this project would increase transparency, promote evidence-based policy making and encourage civic sector and citizen participation in budget monitoring. To such end, the project would also include a conference/expert discussion and an emphasis on media exposure.

TTF: This project provides both budget data availability as well as the analytical front-end to the data which is made available. Project has a high potential for impact, if the analytical aspects are followed-through. We recommend funding to this project under the condition that this project learns the lessons from the rest of the budget monitoring group and from INESS on the presentation and analytical front-end.

IP: this project fits the purpose of the CFP in that it seems as though it is an initial outlay of funding for a long-term advocacy tool – the organization will spend the funds to build an analytical portal with interactivity, and costs to maintain it in the long run will be a part of the operating costs of the organization. It employs existing data-gathering tools, such as FOI, and combines them with technology to amplify the usefulness of data. Though the database will not be hosted in an open source platform, the data itself would be free. We recommend funding, making sure they are aware of Open Knowledge Foundation dataset hosting.

Institute Alternativa

Municipal Budget Monitoring/Montenegro, 12/15/2011-7/31/2013

Organizational budget: \$130,000

Awarded amount: \$19,050

Recommender: Think Tank Fund – Information Program (joint)

The project proposes to develop a model of promoting understanding of municipal budgets through a combination of two inspirations: an interactive chart on the European economic crisis in *The Economist*, and the Open Knowledge Foundation's *Where Does my Money Go* project, which seeks to connect taxes to spending in a visual and interactive way. Institute Alternativa seeks to stimulate the interest of citizens in municipal affairs and make the local self-governments transparent and accountable by creating an accessible and comprehensive visualization of municipal budgetary data. The organization

will centralize municipal budget information in a single database, for the past three years. The data will be visualized to draw attention to it, and then will be integrated with analytical content and outreach on the organization's website.

TTF: This is the third municipality monitoring project, this time focusing particularly on municipal budgets. This one is similar to INEKO's proposal. The project is interesting, fits with the call, but there are certain worrying signs. As part of the project, significant amounts of training and preparatory work are mentioned, including training on use of excel. While the questions on the capacity of the organization must be cleared, the broader question similar to INEKO remains. Therefore similarly to the other two projects, we think it is worthwhile to support this project to generate sufficient body of knowledge and critical mass of projects on monitoring the municipalities, as it has a potential to provide the innovation in the field that we expect.

IP: Institute Alternative hopes this will become a flagship project of the organization. This also seems similar to the Centar Za Monitoring project in that it really seeks to get government data in a more manageable form, though this project concentrates on visualization more. Though the technological process seems feasible itself, and the goals of the project aligned with the organization's work, we have doubts about how impactful this project will be on public interest. We recommend funding, with a push to connect with the Open Knowledge Foundation's data portal and possible outreach to them. We will also stipulate, similar to Geomedia and INEKO, that at the interim report it must provide a clear narration of an advocacy story: a clear benefit to a clear target group at the local level.

Think Tank Populari

The Parliament Searchlight, 12/15/2011-12/15/2012

Organizational budget: \$169,340

Awarded amount: \$23,920

Recommender: Think Tank Fund – Information Program (joint)

This project proposes to create a database of legislation, session transcripts and voting results related to the BiH Parliament that will accomplish two key goals of several: first, it will develop a system that grants access to versions of laws, not only the final law with amendments; and second, it will map the parliamentary process to reflect and track individual MP's contributions to the process. The project seeks to provide automated updates and is visually similar to theyworkforyou.com. The project will result in a database of BiH legislation, an easily readable transcript and voting record, and the development of an automatic scraper to support these data projects, as well as a layer of analysis that will link the Parliamentary processes to legislation and convey the activities of MPs.

TTF: The project has a very high impact as it provides the necessary infrastructure for evidence-based decision making and further advocacy. It adds transparency to the decision-making process. While there could be additional questions raised to the applicant, especially on the advocacy follow-up of the project, we recommend supporting this project.

IP: Though the project seems labor intensive and seems to support what should be a state action, the data goal – to connect action on legislation with action in parliament, and use that to measure MPs contributions – could have some effect. Based on the Think Tank Fund's support for this project as one which can wedge a transparency door open through a push for structured data, and its sound data logic, we are supportive.

Reactor – Research in Action

Public Spaces in Skopje: Transformation, Urbanization and Misuse, 12/20/2011-12/20/2012

Organizational budget: \$177,052.00

Awarded amount: \$25,000

Recommender: Think Tank Fund – Information Program (joint)

The overall purpose of the project is to engage the public in a wider debate on the urban planning processes in Skopje by providing a web platform containing searchable sets of relevant data that can be used by everyone from policy makers to experts to the wider public, with the intent of supporting civic oversight of local government in Skopje. The project is inspired by the concerning low demand among citizens for public accountability and transparency on the one hand, government unwillingness to allow or recognize the need for citizen input on the other, and reluctance of CSOs to tackle difficult issues.

The specific objectives of the project are: 1. Improved knowledge on urban development of Skopje in targeted areas and issues; 2. Developed useful advocacy tools (web platform and policy study); and 3. Stimulated civic activism and participation in urban planning processes in Skopje. The project will be implemented through three main groups of activities: data collection, creating web platform and policy brief, and advocacy. This project seeks to capitalize on growing public concern about over- development and illegal development in Skopje, Macedonia. Reactor hopes to connect the public reaction to the Skopje 2014 project of urban development, introduced in 2009, with verified and aggregated official data that will illustrate the larger picture of non-transparent policy, and the lack of channels for citizen engagement. The organization hopes to illustrate illegal usurpation of property, legislative loopholes, discrepancies between blueprints – advocacy points that will need to use many forms of data, including visual, legislative analysis, urban planning expertise, interviews, and legal and municipal documents. One target for this campaign is city council elections in 2013.

TTF: Very innovative proposal focusing on urban planning. While we have certain concerns whether this proposal is within the scope of the Call, the rare occasion of visualizing such technically complex and generally unavailable data leads us to conclusion that this project is worth supporting as a learning experience that will surely need follow-up in the future. Given our joint interest with IP to continue exploring new avenues of advocacy using solid data we agree with the recommendation to support this project.

IP: though we are highly enthusiastic about this project, and think this topic is one that lends itself directly to the CFP, we want to sound a note of caution and hope that this project will receive the care it needs. The organization suggests it has not decided on outsourcing versus in-house development of the web platform, which is of concern, and the proposal could use more detail on technical aspects. There is not enough staff to manage both the analytical side of this work as well as the outreach to individual activist organizations, so we hope they have considered those parts separately. We recommend funding – though we think this project will come in over budget and could use a systematic level of assistance. We will incorporate it in upcoming activities on this issue wherever possible.

Open Knowledge Foundation

CSOs and Spending Data, 11/31/2011-4/30/2013

Organizational budget: \$1,900,000

Awarded amount: \$48,050.00

Recommender: Janet Haven

OKF is requesting funds to cover the costs of a part-time community coordinator and a small amount of developer time over a period of six months; the funds will also be put towards the development of an open spending manual that focuses on the acquisition and use of open data. Finally, OKF will produce a final report based on their experiences over the period of the project that details the observed technology/skills needs in the budget groups that they work with.

This is a project that I was discussing with the OKF before going on maternity leave, and I had some hesitation about funding it because it wasn't clear that they would have resources to cover other needs within the organization. Funding a community coordinator when they lacked an accountant, etc, seemed unwise. In the intervening months, much has changed at the OKF. They have received multi-year general support from the Omidyar Foundation, and have also won funding through the Knight News Challenge, some of which will go towards the technical development of their

OpenSpending platform, around which this grant is loosely based. OpenSpending is a generic platform for storing and visualizing national spending information. (The grant from Knight, Spending Stories, is focused on developing ways of automatically contextualizing spending information within news stories.

My impression from conversations I had with them in Warsaw is that this is a highly experimental idea, and they don't really know how to do it -- hence they will be using quite a bit of the funding to develop the core platform and build in APIs and other ways of getting the data out and visualized easily, which will be good for all of the NGOs that would be supported through this grant.)

OKF is the organization most actively pursuing the idea of encouraging civil society organizations to open their own data, to request data in open formats, and to use platforms to share data that allow others to benefit from their work. This is the basic idea behind this grant; while I think that their OpenSpending platform *may* become a standard tool among budget monitoring organizations, there are others that might end up being used. However, the real value, in my opinion, is the community support work that OKF is proposing to do -- with this grant, they are undertaking the heavy lifting of walking a number of budget-but-not-necessarily-tech-savvy organizations through the process of working with and releasing data publicly.

Lucy Chambers, the community coordinator, started work in June and has built a network of "data wranglers", volunteers who they deploy over Skype to advise and work with budget organization. The accrues benefits to OKF as well; because they went ahead and started the community work without funding, they're already nearly six months in, and have a vastly improved understanding of the needs of non-technical budget organizations in terms of data sharing and data usage. This means that the resources they are creating, including the OpenSpending platform itself, are improving based on user needs, rather than on their own ideas of what would work best. This has been one of my concerns about the OKF from the beginning of our collaborations with them, and I'm happy to see that the experiences of the past half year have been valuable in shaping their approach to support and resource creation.

The proposal supports my own strategy in the Transparency/Technology initiative to build bridges between technical and non-technical transparency organizations in a way that accrues benefits to both. More broadly, I think this grant supports the overall goals of the Information Program to increase access to information and access to knowledge by supporting the acquisition of information-sharing practices and skills within organizations that are core to OSF's mission.

New Media Advocacy Project

New Media Strategies for Human Rights Advocacy in Georgia and Armenia, 1/1/2012-1/1/2013

Organizational budget: \$629,871

Awarded amount: \$100,000 (\$50,000 from Information Program, \$50,000 from HRI)

Recommender: Elizabeth Eagen

Organization Description

The New Media Advocacy Project (N-MAP) is a relatively young organization focusing on the use of new media tools in litigation and advocacy. In the field of video advocacy organizations, N-MAP defines its difference as the focus it brings to integrating video and social media with legal advocacy. The organization operates from the premise that the combination of legal advocacy with the visual and social power of new media can be a powerful force for advancing human rights, and that the integration of media and law is critical to winning cases and advancing the existing work of documentation and advocacy organizations. It focuses on giving lawyers and advocates new tools to win their cases.

Based in Hudson, New York, N-MAP has a small staff of three plus three key video collaborators and works both in the United States and abroad. Since its founding in 2009, the organization has had a number of successes to its credit. Its work on IDP camps and gender-based violence in Haiti led to a letter from US Senators calling for and ultimately getting USAID to

focus more aid on gender-based violence. Its work in Lagos, Nigeria has centered on raising public and legislative awareness of a forced evictions case, and in India, it has helped a Sikh community organization, Ensaaf, advocate for an end to impunity and a deeper investigation of disappearances from the 1980s and 1990s. This final example is key to understanding the value of the N-MAP partnership and the symbiosis between new media and human rights advocates: Ensaaf's report will document every one of 25,000 cases in a huge report, and the N-MAP video will provide a public and media-friendly link to the emotional and human rights case for engaging with that massive documentation effort. N-MAP's confidence in the power of video for this type of advocacy stems from the personal experience of its founder, Adam Stofsky, as a member of a legal team representing a group of African Americans in a racial harassment case. In negotiations, the legal team was encouraged by the mediator to take \$10,000 as a settlement, which it declined. The team turned deposition footage into a short movie, showing the case in the clients' own voices and ended up winning a final settlement of almost \$1 million and instigating major reforms.

The organization is guided by a diverse five member board, where each member plays multiple leadership roles in the intersection of media and international law. This group includes the director of the Lagos partner organization, who is also an international expert on urban rights; two Academy Award-winning and one Emmy-nominated documentary film director, who holds a lectureship at Harvard University law school and is a former investigator at the Special Court for Sierra Leone, and James Goldston of the Open Society Justice Initiative. The board works with the staff and leadership to evaluate individual projects and the impact of the organization's work and will also draw on external experts to assist. The leadership of this organization is young but tactical and thoughtful. Stofsky has gathered effective staff over the past year, using deployment to test and strengthen the team, and has found a good partnership with director of projects, Abby Goldberg. Together they manage the mixture of freelance and staff required to conduct N-MAP's work and develop strategy with partner organizations. Stofsky has also grown managerially, leading the organization's fundraising efforts and accounts management.

Project Description

The current proposal seeks to continue the work begun under the 2011-2012 grant. In that year, we gave funding to the organization to work with human rights partner organizations in Armenia and Georgia. In Armenia, the organization focused on three issues: forced evictions, gender-based violence, and access to palliative care. It also conducted training for youth program grantees of the foundation and other legal advocates. In Georgia, the portfolio was much smaller, but more targeted on campaigns; N-MAP worked with grantees of the Open Society Georgia Foundation to produce advocacy materials for a campaign on disability rights and worked with the Foundation's pre-election coalition for fair elections, "This Affects You Too" to produce introductory material that emphasized the non-partisan nature of the coalition.

For the upcoming term, N-MAP will flip the balance of funding to concentrate on Georgia, where several potential partners and campaigns have been identified by the foundation and local HRGGP partners. N-MAP will expand the work on disability rights to move beyond wheelchair accessibility, begin work on property rights litigation, and continue working with the "This Affects You" coalition to develop a media package for the next round of elections in fall 2013. During the course of the year, N-MAP will be able to provide ad-hoc training and expand the scope of the project to take advantage of the growing technology and advocacy community in Georgia, supported elsewhere by the Information Program and HRGGP. N-MAP, through our introduction, has also begun talks with the Eurasia Partnership Foundation about work on judicial independence, a critical issue for Georgia that engages many partners of OSF.

In Armenia, N-MAP will use the documentary it produced in 2012 on gender-based violence to launch a campaign with local partners, focusing on distribution strategies and refining the strategic litigation goals and skills of domestic lawyers and local partners. Breaking the silence on domestic violence is critical in Armenia to push for legislative change and enforcement, and N-MAP will pursue the ideas developed in workshops with the Women's Resource Center, a local NGO, to

take this issue forward in online anonymous storytelling, visual renderings of the scope of the problem, and other forms of strategic messaging.

The final elements of the project include work to build the local field of new media advocates and to use the country-level work in the Caucasus as a “laboratory” for larger video and new media advocacy goals, such as work on testimony and video as evidence in legal proceedings or integration of video and other tools of data presentation. In addition to funds for travel and predefined video documentation work, the organization seeks a small amount of unrestricted funds on our encouragement to include other local technologists as needed for a successful visual advocacy strategy: animators, map-makers and data de-coders, based in Georgia and Armenia, whose talents can be called upon during the course of the project and funded through this proposal. On an international front, video as evidence in litigation raises critical questions for advocates and courts alike, and actors across the board are focused on the technical aspects, such as chain of custody, triangulation of sources, anonymity, and admissibility. The more fundamental question, though, is how to capitalize on the enormous potential that video offers for investigating human rights violations and seeking redress. N-MAP is involved through its partnership with Interights in Libya on these questions, and in the coming year will conduct legal research on issues relevant to advocates using new media, including attorney-client privilege, evidence rules, ethics, defamation, and other torts. N-MAP will develop stronger relationships with the international community working on these issues and position itself in that advocacy work, while seeking to create permanent capacity growth in local NGOs.

Rationale for Funding

Though this is one of the largest grants from the joint work between the Human Rights and Governance Grants and Information Programs, we have learned from other funding to video advocacy organizations, including WITNESS and Engage Media that a small investment in video advocacy does very little. The barriers to entry for groups to produce high-quality or useable video are daunting because editing skills, equipment rental, and other production costs can be substantial. Though N-MAP seeks to outsource or locally source much of these costs, skilled editors and producers are at the heart of the methodology, and local partnerships must focus on capacity building for NGOs and their missions, rather than the community of professionals needed to produce media. A key lesson from the Human Rights Data Initiative is that neither the tools nor the talent can compensate for the most critical element of a data and tech-driven approach to advocacy, which is having a clear mission and goals. The critical players in making that happen are talented intermediaries that can support the smoother integration of new media and technology with the working of human rights organizations in ways that both enhance and reshape the organization’s approach. As this type of translator/mentor, N-MAP has had mixed success in the Caucasus, but there is high demand from our local partners for this work, and the organization’s relative youth and its improvement and learning in tactics over the past year has shown that our investment was warranted.

The difference between the two country approaches is illustrative, and has fed into the shape of the current grant. In Armenia we funded a mixture of “matchmaking” between local partners and N-MAP, and the foundation asked for inclusion of skills-based workshops for a broad audience. Though the former produced some excellent videos and a learning process for the individual NGOs, the latter is not N-MAP’s strength. General trainings fell flat, and the Foundation’s interest in using N-MAP to spark civil society advocacy among its youth program failed to take hold. In Georgia, the foundation had a clear direction in mind for the “This Affects You” campaign, and viewed N-MAP as a thought-partner and strategic thinker to implement the broader will of the coalition in the short lead-up time to the October 2012 election. But it is the disability rights project, Accessible Environment for Everyone (AEE), where the strategy, partnership and execution aligned most successfully, which will serve as the model for the 2013 project.

In that case, the video was shot by an OSGF grantee, working with N-MAP and the foundation, after extensive brainstorming at a capacity building event sponsored by HRGGP using communications and advocacy program staff. The organization received coaching and editing from N-MAP and was able to make a targeted campaign video for accessible bus routes that also built capacity for AEE to do it again in the future and teach others. Because of the preparation for this

campaign, AEE now also has its data at the ready for future campaigns. AEE knows where its beneficiaries wish to go, for example, and what their needs are, and because of enthusiasm for this campaign, they are ready to push for more. In the coming year, AEE will use other technology and partnerships to map, visualize, and survey the policy results it hopes to see and use that knowledge to work with other disability advocacy organizations on adoption of the CRPD and harmonization of domestic litigation, while building broad understanding and support for the outcome of litigation and legal advocacy work.

The evolution of N-MAP's thinking and approach has been one of the successes of the 2012 project, as well as our own learning about the shape of skills-based technology advocacy projects in the human rights field. The organization is maturing, as is the video advocacy field's own pursuit of broader advocacy goals. Over the course of 2013 we expect to see N-MAP participate in ongoing work on both visual legal advocacy and video evidence fitted to legal processes and the role of citizen media in investigating abuse.

Finally, this project enhances the ecosystem of visual and data-driven grantees, both in the larger video advocacy field and in the Caucasus region itself. In general, the video advocacy field requires a focus on the human element, requiring training to make the video watchable and the message clear, which runs parallel to distribution plans and the legal requirements that make video useful in court. Citizen witnesses need different skills than the curators who aggregate video and disseminate it, and they are distinct from documentary projects, which have a more deliberate storytelling focus to them and audience plan. Our portfolio of grantees explores these issues, and N-MAP is one piece of that larger picture. In the laboratory of the Caucasus, the project's potential to draw on local partners and both employ their talent and tell their stories is a logical progression of the investment of technology and data partnerships thus far. Additionally, the project involves partnerships with some "old media" influential litigation NGOs, such as Interights, providing a solid grounding on which to look at the evolution of international litigation and new media.

Open Society Georgia Foundation has given its approval of the plan and has projected matching funds for the work in Georgia. The Open Society Foundation-Armenia also has approved the revision of plans in Armenia, and as staff expertise at N-MAP includes a gender advocacy specialist, the year of low-impact strategy building work could see some results that also dovetail with OSF-A and HRGGP's own Women's Rights strategy. We recommend funding the project along the following lines: \$75,000 from Information Program, \$40,000 from HRGGP, for a total of \$115,000. The Georgia Foundation will contribute \$25,000 for specific activities as some of them begin in 2012, and will coordinate and share reports.

Jumpstart Georgia

Visualizing the News in Georgia, 7/15/2012-11/15/2013

Organizational Budget: \$120,000

Awarded amount: \$65,544

Recommender: Elizabeth Eagen

Jumpstart Georgia, formerly Open Maps Caucasus, is a small technology and data organization based in Tbilisi that has been supported by HRGGP and the Information Program since 2011. The organization has undergone a number of leadership and structural changes in the past year. After experimenting in open data advocacy, data mining, and transparency work, as well as some investment travel, training, and revision, the organization is proposing to address the dearth of evidence-based journalism in Georgia head-on by becoming a proactive publisher of data, data visualization, and information design.

The organization's project, *Visualizing the News in Georgia*, will seek to take advantage of the current open data movement in Georgia following concessions and plans made in the Open Government Partnership project. Noting the weakness among Georgian journalists and organizations alike for gathering, studying, and unpacking critical data sets into manageable and useful forms, Jumpstart will try to draw readers into the heart of complicated stories by using its website to host attractive and readable visualizations about the most salient news issues of the day. Georgian news media thrives on rumor first, data

second; internal connections between individuals are often at the heart of critical analysis. The project is more of a reactive project than a media proposal; rather than fighting against this to drive the news cycle, Jumpstart will look for ways to bring data and facts to the fore, uniting the topical interest of readers with salient data from NGOs, ministries, think tanks, and the reams of information and analysis conducted by external foreign aid donors and international financial institutions. The heart of this project is to ease the connection between individuals' concerns and the facts they face. In Georgia, where rapid changes and development economics drive daily concerns, keeping a finger on the pulse of rumor and bringing facts to bear through the clarity of information design and visualization could have a big impact in heightening demand for evidence-based decision making.

Jumpstart will pick topics in several ways: first, by tracking what the media is and isn't discussing; second, by convening a smart editorial board, tasked with gauging and advising on important and actionable issues; and third, by following closely the interests of key interlocutors among the foreign and local community, letting the topics raised by the tight communication circle of Georgia and Georgian language drive their selection. The organization will then gather and analyze the relevant data to find the key story; and publish and distribute both the original data and the visualizations for open commenting through its own site and other channels. Over time, Jumpstart hopes to continue taking this offline, in topical meetups organized to draw more discussion, and through the ongoing workshops it conducts with universities and at the Open Society Georgia Foundation with NGOs.

The proposal is a deceptively simple one: learning from the successes of InformationIsBeautiful.net, OpenDataAlbania, and the Sunlight Foundation, Jumpstart will try to promote its particular skill of data science through attractive presentations and open debate on topics where civil society and development actors have an investment, and will prime the pump of readership by choosing exciting and timely topics. Underneath, however, committing to the very local implementation of information design, the project takes at face value the Georgian government's commitments to open information, as well as the often unchecked rate of decision-making in Georgia that trickles into the larger rumor mill as heightened concerns about change and uncertainty, rights and facts, transparency and development. If successful, Jumpstart will be openly implementing the technique that the New York Times graphic editor Amanda Cox describes as "data sketching" <http://amandacox.tumblr.com/> - where the art of selecting and discarding data in visualizations is itself a way to look at the story and find different angles. The project proposes to measure success by click through rates, reuse, redistribution, and embeds, and will also measure uptake among NGOs and individuals at meetups and in classes and public lectures.

Jumpstart has struggled to find an identity for its organization as a data and technological campaigner among the tight community of NGOs in Georgia, and in some ways may be ahead of its time in trying to sustain a team of technologists who want to work for non-profit aims in the region as an NGO. Jumpstart has had ongoing trouble finding sustainable funding for its activities that do not rely on commissions from other NGOs or fee-for-service work to balance its budget. Though I do not anticipate HRDI funds at this level in the long term for the organization, I feel it is critical to explore very seriously the sustainability of an organization that has at its heart the use and experimentation with the very different kinds of data generated by multiple streams of society, and in the generally open, highly-critical civil society of Georgia that experiment will be observable. This support will give the organization the funds to keep together, while demonstrating the value and talents of data wranglers and design for civil society. Over the course of 2012-2013 we also anticipate that Jumpstart will be drawn into ongoing Human Rights Data Initiatives projects, including HURIDOCs and N-MAP technology and advocacy campaigns. At the final stage, Jumpstart should be able to demonstrate a more sustainable funding plan.

Both the local foundation and Rachel Hart, communications officer for OSF, are supportive of the project, which was discussed extensively at the recent Advanced Advocacy Training held for Georgian organizations in June 2012. I recommend funding at \$65,544 for one year, evaluating the organizational longevity at the 6 and 9 month period.

American University, War Crimes Research Office**Afghanistan Documentation Project, 12/15/2012-12/14/2013**

Organization budget: \$ 548,750

Awarded amount: \$90,000

Recommender: Elizabeth Eagen

The War Crimes Research Office (WCRO) of American University Washington College of Law founded the Afghanistan Documentation Project as a response to the absence of a central repository of information on human rights violations in Afghanistan since 1978. In addition to housing one of the key researchers on human rights in Afghanistan, Patricia Grossman, the WCRO also began a serious effort to digitize documentation of war crimes and crimes against humanity, with funding for an “Afghanistan Justice Project” in 2007 to move its documents into the Martus system developed by Benetech. The current proposal seeks funding to upgrade and make accessible 33 years of conflict history. Funding would move the digitized material into a more robust database; complete the digitization of the available reports and documents, both published and unpublished, making it searchable and publicly available online; and support an outreach component, introducing civil society groups to the resulting website and producing and launching reports. In addition, the project has a further goal: to preserve ongoing research that would otherwise be at risk for a time when it can be released.

The organization reports that the transitional justice process in Afghanistan has been sidetracked not only by competing development and international goals, but by a deep-rooted suspicion among Afghan leaders that the process seeks to destabilize those institutions in power (which contain violators) or persecute one group of perpetrators over another. The Afghan Independent Human Rights Commission, an OSF partner, completed a study in December of 2011 for release in the first quarter of 2012. This study, which documents human rights violations in Afghanistan since 1978, has since been blocked from publication (see [here](#) for some discussion why). As the WCRO cannot predict the release of this study, it believes it can use the strength of this project’s documentation and robust security to convince the commission to store the information so as not to lose the security and integrity of the report until it can be published.

Though the Human Rights Data Initiative has not funded historical archives in the past, the human rights and political context of Afghanistan makes it clear that data from 1978 has impact and relevance, as does data from 2008. The proposal is also important because it represents an organization’s careful evolution from the use of one tool to the use of another, and questioning of the organization’s reasoning for moving from Martus to an Oracle Relational Database Management tool revealed many sound reasons to make the move. The project will seek to make the two tools compatible, because the project continues to receive information from groups trained on Martus, and at-risk data inside Afghanistan can still be collected and removed by the Martus system. Documentation and methodology on this project is at an extremely high level – the data entry rules, administration procedures, and systems are extremely robust (available in the attached email).

The project was reviewed positively by Istvan Rev and Csaba Szilagyi of the Open Society Archives, who noted questions on the new software, the issues with Martus, and the methodology of coding as points of interest. The organization was able to address these points, noting particularly that the database represents an opportunity to look at patterns and connections between records and grants a more complex set of archival database functions, such as linking records and mapping in time or space for ease of analysis. An individual associated with the project attended the Martus User Group meeting funded by the Information Program in 2012, and contributed to this discussion. Additionally, the project comes recommended to us from Rachel Reid, senior regional advisor on Afghanistan and Pakistan. At the end of this project, HRDI and the Information Program will have a better understanding of historical context as an element of human rights documentation, information on a new type of database for human rights, and more information about the role of databases in coding information for transitional justice processes. I recommend funding at \$90,000 for one year, which should grant the organization leverage to begin and seek other funds.

Verité**Creation of Verité's Knowledge Management Database, 12/15/2012-12/15/2013**

Organizational budget: \$3,461,600 in 2012. Seeking \$4 million for 2013

Awarded amount: \$75,000

Recommender: Elizabeth Eagen

Organization Description

The organization Verité, www.Verité.org, is a labor rights and anti-trafficking organization that leverages the corporate social responsibility strategies and clean supply chain activities of international business to protect human rights around the globe. The organization seeks to document human rights and fair labor violations in the actions of multi-national corporations, bringing those to light in order to protect people against child labor, slavery, systemic discrimination against women, dangerous working conditions, and unpaid work. The organization employs a number of strategies to achieve its aims, including working directly with individual companies by conducting company-sponsored factory and supply-chain audits, advocating for clearer responsibility of private enterprise for best practices on labor rights, and offering short term solutions to conflicts at factories and multi-year partnerships with industries. Verité also pursues an NGO-partnership strategy, working with local labor and human-rights actors to gather information and coordinate policy goals on corporate social responsibility. The organization produces country reports, and studies key issues affecting human rights in this field. Recent studies include titles such as "Protecting Overseas Workers: Strategic Perspectives on Labor Rights Among Foreign Contract Workers in Southeast Asia and the Middle East" and "Social Compliance in Information Technology: Identifying Problems and Forging Solutions in India." Research is based on interviews with over 20,000 workers in 60 countries, and more than 1,400 factories. Verité also does customized research for companies, investors, or other entities in a number of countries, and has sought to set standards in ethical sourcing and vendor standards for companies working overseas.

Social compliance audits, which are the heart of Verité's work, are commissioned by corporations to assess varying elements of the workplace, from production to supply chain. The organization has provided us with redacted versions of factory audits, which pose a range of questions from grievance procedures and discipline to fire safety, working conditions, and discrimination. Verité audits cover issues related to the Core Labor Standards of the International Labor Organization as well as worker rights included in the UN Declaration of Human Rights.

The organization pursues a hybrid strategy of funding, which has bearing both on its financial stability as well as its identity as a potential candidate for OSF funding. Verité reports that approximately two-thirds to three-fourths of its operation support comes from clients among global brands, with the balance from governments, foundations, civil society, and individual funding. Verité takes fee-for-service projects as well as pursues its own policy research. Verité describes its selection process for working on policy research or coalitions as following:

When a company or other stakeholder approaches Verité for assistance, we conduct an analysis of the opportunity for impact, assessing the severity of the problem to be resolved, the corporate commitment to resolution, the involvement of other stakeholders (local NGOs, trade unions, investors and governments), and other factors. We assess these factors without reference to the product or service under consideration. If our conclusion is that Verité can likely contribute to meaningful improvements in protections for vulnerable people and the conditions in which they work, we will undertake the engagement. As it is not possible to understand every factor associated with an engagement at the outset, we continuously evaluate the anticipated impacts of our work as engagements are underway.

Project Description

Though the research and advocacy side of Verité's work is relevant to understanding its material, the current proposal is not for an advocacy outcome, but rather a project dedicated to gathering, de-siloing, and coordinating historical and

existing human rights information from across multiple internal sources and in multiple forms. The heart of the proposed work is for funds to help them take their mass of data and turn it into a searchable archive of the organization's work on auditing the supply chains of companies for human rights issues. Like many high-volume data gathering human rights organizations, Verité has shifted its data collection, methodology and storage practices many times since it began operating. Verité is seeking support from OSF to build a data management system that would capture and make searchable data gathered since 1995, including 25,000 worker interviews, 2,500 completed audit reports, and research projects, with the objective of leveraging that information to make quicker and better assessments of widespread or recurring labor abuses, identify training needs, and create and recommend solutions for sectors, regions, industries, or countries. The organization also proposes that better access to its own data would help with its advocacy work on global labor rights policy and national policies, and better insights into its mission.

Unlike many data storage proposals we receive from grantees, funding is requested largely for implementation rather than research on tools and tactics. Verité has done a great deal of background work to establish the right data structure. The organization made its data problem a practicum of the University of Massachusetts' business school, which developed a structure over a semester in collaboration with the organization that it calls a "Rosetta Stone" – a methodology of structuring information that allows input of data collected by multiple tools regardless of the raw format used.

The final piece of this proposal deals with the outward face and accessibility of the data. For the organization's internal data investigation, Verité's work poses an interesting store of information that is siloed both by how it is commissioned – specific work on specific factories, or for specific companies' supply chains – and by sector, rather than country, that is holding back the organization's mission. For external information sharing, the organization is governed by its model – work for hire for corporations as well as confidentiality clauses – but these are balanced by its commitment and participation in the larger advocacy world and its reputation there. Therefore the organization has included work on external consumers of the database, which it identifies as civil society, government officers, brands, journalists, and academic resources. In development conversations on this proposal, Verité committed to two elements which will both increase use and liberate its data for larger public consumption. The organization will conduct stakeholder interviews and a stakeholder meeting to comment on the interface but also discuss what data is useful to their constituencies. It will also commit to an in-depth dissection of what it can share from its data.

It is the final question of confidentiality of data that is most critical to this proposal's value. Most human rights organizations' information is strictly confidential and organizations are able only to share the conclusions drawn in a final report or publication, and this has been one limit to pursuing open data values in a human rights context. Verité with this database is committed to unpacking this question of what data must be confidential, and what can be shared, and what can be anonymized and then shared. This is an important question for grantmaking in this field. Verité's solution is to explore anonymized release and tiered access. Verité researchers would see the full complement of data, as would recipients of commissioned reports. Verité's externally accessible database would contain data that has been evaluated and anonymized to protect workers, sources and keep to confidentiality clauses. Partly this would be a matter of quantity. For example the organization has more information in China, by virtue of global economics and corporate scrutiny, and this information could be released quickly. In Thailand, it might take them until 2013 to do enough missions to meet that threshold. Finally, Verité sees some potential to create access to additional layers of data either by a contract, or with organizations that share its mission, so that it can both share and protect its resource.

Rationale for Funding

The proposal has been reviewed by several internal and external reviewers for the Information Program. Martina Vandenberg, formerly of Human Rights Watch and now an OSF Fellow focusing on promoting access to justice for trafficking victims in the United States. She commented that the organization was well-respected, and that its information widely used; at the point of review, Verité had recently published a report on remittances that had broad resonance in the labor

rights field. The project was also reviewed by Tom Kellogg, director of the China Program, who had no country-based objections, though he did raise questions on the potential use of data for domestic and international NGOs.

The project offers the opportunity to explore questions of open versus closed data sets in the human rights field, and some learning on how an auditing organization (which may inform our “monitoring” organizations) can think through its data to work with other organizations toward a common mission. The proposal will shed some light on whether funding organizations to create sharable human rights data sets is scalable, and particularly will test the implementation of the multiple format problem laid out by the knowledge management study of Verité’s data, which we know is endemic to human rights organizations’ data gathering.

The proposal does have several weaknesses. First, the focus on sharing and de-siloing data can be sharpened in this proposal, and if granted, we would request the organization to share with us its list of stakeholders, and to include the general meeting discussed in grant development in addition to the direct interviews proposed here. Second, though the organization was able to respond to questions on domestic impact, its point is largely that continuing its work and making it more accessible and visible will raise workers’ reported violations further, and will speed up Verité’s response and will pave the way for a crowdsourcing tool planned for later rollout and integration – a delayed outcome whose value we must assess. That project, called LINC, has evolved somewhat since it was first mentioned to us, and is currently being piloted in China, where it uses SMS, voice, and web technology to amplify workers’ voices and scale supply chain social responsibility. Through the program, a worker can access LINC to find out the minimum wage in his area, recommended protective equipment, whether employers can hold passports, or the location of the nearest food bank. The system can present information to counter the local ‘myths’ that exist within the migrant community, like the presence of immigration officers at rest stops, or distribute information of practical benefit like minimum wages, work hour standards, and the protections and risks that they should expect. The database will help drive content within LINC, and will eventually count inputs from this program as well. The system has the ability to survey workers on conditions, and allows for urgent reporting. The final piece has to do with the Information Program’s own identity and goals; the organization is not proposing to use an open source tool for their database, but rather is choosing between SharePoint and QuickBase.

The proposal offers a chance to test in combination with the Afghanistan War Crimes Database proposal an opportunity to test a core premise of HRDI – that it is possible for human rights groups to share their data if they are given the opportunity to think through data models, privacy models, best practices of client/activist confidentiality, and need, and that we can learn something from funding projects to understand the value of sharing such information from a human rights organizational perspective. If funded, both projects would be assessed by the Knowledge Initiative of the Information Program. I recommend funding the requested amount of \$75,000 on condition of a reshaped and disaggregated budget that includes a stakeholder meeting for NGOs.

Vjetrenjaca, udruga za promicanje prava na pristup informacijama

Creating open data, open governance, data transparency blog/Croatia, 3/1/2013-9/30/2013

Organization budget: \$80,000

Awarded amount: \$40,000

Recommender: Janet Haven

Organization Description

Vjetrenjaca is a Croatian NGO which grew out Politika.com, a well-known political blog, and the anti-corruption campaigning activities of its founder Marko Rakar. Vjetrenjaca works for free access to high value government information, and once obtained, uses data and web tools to contextualize and present large data sets for public use.

Project Description

Over the course of the coming 6 months, Marko Rakar, the director of Vjetrenjaca, will make a push to obtain a full instance of the Croatian company registry. A larger set of activities he has proposed rests on the possession of this data set; if he is obtain it, he will submit a larger proposal for its use. This grant will also enable Marko and his staff to start a small-scale regional publication on the issue of open government, open data and transparency and new technologies. They intend to translate content from across the web and republish it in Croatian, with the hope of both educating the NGO sector in the region, and spawning new projects.

Fair Play Alliance

Capacity Building and Strategic Planning of Technology Driven Projects, 1/1/2014-2/28/2015

Organizational budget: \$370,000

Awarded amount: \$29,898

Recommender: Janet Haven

Organization Description

Fair Play Alliance (FPA) was established in 2002 with the aim to reduce political corruption in Slovakia and promote ethical, transparent and effective public administration in the country. The Open Society Foundations (Human Rights Initiative, Think Tank Fund, Information Program, and OSF Bratislava) have partnered with FPA since 2003, both for project work and with institutional support. The organization's primary focus is on monitoring the financing of political parties and the management and distribution of public funds. During its first years of existence, FPA developed interactive databases to track down politicians' assets and expose possible corruption through journalist investigation and outreach to media. The databases allow users to analyze the links between public and private actors that may point to corrupt deals in public funds allocations, violations of public procurement procedures or conflict of interest. Using the law on free access to public information, FPA has been regularly filing requests to governmental offices in instances when public interest data was not disclosed. The organization has initiated a number of court cases as well as media campaigns against public officials using and abusing state resources for their private interest. The group has also applied pressure on public bodies spending large amounts of public moneys without providing proper justification. For instance, a couple of years ago the group investigated a controversial state tender of office rentals for a regional tax authority, which revealed a number of procedural problems and prompted the need to improve the current law on public procurement, which FPA was asked by the government to help draft. While FPA continues its own independent investigations, FPA and its databases have contributed to raising the quality investigative journalism in the country. Finally, FPA provides its databases freely to other civil society groups abroad monitoring state accountability issues, and their model has been replicated in other countries, such as the Czech Republic, Croatia, and Georgia.

FPA has been a driving force in generating public demand for accountability in Slovakia. Beyond its naming and shaming approach, it has also made enormous efforts to promote best practices and advocate for the values of open and transparent governance. The group created a website for voluntary disclosure and asset declaration of politicians, to which several hundreds of politicians joined over the past years as well as established an award with another OSF grantee, VIA Iuris, called the 'White Crow'. The award gives public recognition to brave whistleblowers each year, who have been helping in disclosing corruption problems within the state administration and the judiciary, and, as such, risking their employment and/or personal security. The award receives wide media attention every year and recipients of the award have been offered prestigious job opportunities, contributing greatly to the public regard for accountability and anti-corruption values. In 2011 FPA won the European Open Data Competition of the European Commission for the best Slovak IT project. The same year, Zuzana Wienk the director of the organization was listed among the eight most influential Slovak women and is widely considered to be one of the top political analysts in the country.

Fair Play Alliance is structured as an association; by law they are not obliged to have a board. The group currently has an informal advisory board, which plays a role in overseeing the organization's finances, although their guidance is not binding.

The group also has a general assembly of 8-9 members, mostly consisting of former staff or associates with the group, which oversees governance and leadership of FPA. The group has been exploring the possibility of setting up a more formal board structure since the past year. A tie-off grant provided by the Trust for Civil Society (CEE Trust, closing in 2013), has allowed FPA to hire a consultant to consider a model for an effective board structure. By the beginning of Q3 2014, FPA aims to set up a governing board, an advisory board and a revitalized general assembly. The governing board will provide internal governance as well as guidance on staffing and fundraising issues, while the advisory board will support the leadership on technical developments, such as technical investments and related strategy. The general assembly will consist of a small number of external members. These members will not have governing power, but rather provide a discussion group and guiding hand for FPA's developing strategy. This group could also provide support on specific areas of development, such as improving the organization's PR skills.

The 2012 expenditure budget for FPA was EUR 220,572 (~\$300,000). FPA's expected expenditure budget for 2013 is EUR 271,000 (~ \$366,000); income sources include international and domestic donors, as well as corporations and income from revenue-generating activities. Because of its controversial watchdog activities, FPA does not accept state support. OSF is FPA's major donor, providing approximately 41% of its 2013 income, down from 45% in 2012. Other donors include the EEA Norwegian Funding mechanism, CEE Trust, Pontis Foundation, the British Embassy, income from 2% tax donations and Google. In 2014 FPA plans to increase its individual support base and generate more income from activities such as training other organizations and media outlets on the use of their databases. FPA will continue to build on their supporter base, encouraging both action and donations through social media and engagement in offline events like music festivals and public debates.. The group will work with a local PR company in 2014, which has approached the group to be a pro bono client and will assist the group in developing a communications strategy that focuses on mobilization of a broader support base.

In Slovakia, FPA has strong visibility through social and mass media. Zuzana Wienk's experience and connections as a journalist have served FPA well over the years, and the organization's strong reputation for integrity and truth-telling have made it a go-to commentator and information-broker for Slovak media and citizens alike on corruption-related issues. This reputation is visible in their recent and successful organizing of campaigns around misuse of funds in public administration and state corruption scandals as well as the lack of transparency in the judiciary. OSF Bratislava Foundation considers FPA to be one of the most influential watchdog organizations in Slovakia, particularly strong in terms of raising attention about corruption and governance issues in the media backed by an evidence base and public data. OSF Bratislava also reported strong project management and reporting from FPA on all the grants they had received.

Project Description

Fair Play Alliance has been a leading organization internationally in connecting data and technology with their advocacy and outreach efforts in Slovakia around anti-corruption, good governance, transparency and accountability. Over the past five years, they have put significant resources and staff time towards the development of databases of public information, and tools for the exploration and analysis of that data. They have advised other organizations in Slovakia and abroad on the use of data by an anti-corruption campaigner, and have been fundamental in bringing together the local non-profit and technology communities to explore new solutions. At this point, Zuzana Wienk, Fair Play's thoughtful executive director, is looking to ask hard questions about impact of this stream of work, and based on her findings, the strategic direction they (and possibly other organizations) should take in the future when thinking about how to incorporate data/technology into the organization's overall approach. Zuzana is interested in exploring what has changed for them because of the work they are doing, what Fair Play has been able to accomplish, or could accomplish in the future with this focus, and what the opportunity costs have been. She is also eager to understand how other data-focused campaigning organizations are evaluating these types of projects. Finally, she would like to build the skills of Fair Play Alliance staff in working with data and managing data-rich projects and strategies.

Fair Play has requested 30,000 USD to allow them to bring in expertise and add capacity to their own staff to explore this set of questions. They will work with a professional evaluator to design a rigorous methodology that will allow them both to look backwards at the work they have done, and to put in place a method of understanding the impact of their work in this area going forward. Other grantees are also beginning to address these types of questions (notably mySociety) and I hope to foster a loose coalition/community around organizations using data and technology that are looking rigorously at impact.

The grant will proceed under a 14 month period, during which they will design and implement an impact evaluation, train

Data for Advocacy Grants: Transitional grants representing a mixture of field and concept

staff on new data skills, undertake field research to inform their own efforts, and develop a new strategy that incorporate their learning from this set of exercises.

OSF currently supports more than 33% of Fair Play Alliance's budget. Zuzana Wienk, Fair Play's executive director, is aware of OSF's one-third rule, and feels that new funding sources, including fundraising from a broader public base, will allow her to bring down OSF's commitment over the coming one to two years. Fair Play's excellent work over many years of partnership with OSF along with the difficult funding environment locally in Slovakia suggests that OSF's best role in the near future is to provide general support, and to help Fair Play with fundraising where possible.

Rationale For Funding/Recommendation

Fair Play Alliance is a key accountability grantee of the Human Rights Initiative, and their grants will be taken over in the future by the new Money and the Public Interest program; Julie McCarthy sees them as potentially an important field actor for her program. For the Information Program, Fair Play is both a field actor in the accountability and technology sector, and a thoughtful partner within the Data and Advocacy Initiative; many of the questions they are seeking to understand about the value of their work publishing and broadening access to public data are very much in line with the Initiative's focus. While this grant will give them the ability to better determine their own path and strategy, a crucial outcome, I also feel that the learning they will contribute will advance our initiative and, if shared thoughtfully, the work starting to happen across the field on this topic.

JumpStart Georgia

Visualizing for Data-driven Advocacy, 11/1/2013-10/31/2014

Organization budget: \$ 156,280

Awarded amount: \$65,000

Recommender: Elizabeth Eagen

Organization Description

JumpStart Georgia, formerly Open Maps Caucasus, is a small technology and data organization based in Tbilisi that has been supported by HRGGP and the Information Program since 2011. The organization has undergone a number of leadership and structural changes over the course of the grant relationship, and initially struggled to find an identity beyond the mapping project that was its genesis. However, in 2012, after experimenting in open data advocacy, data mining, and transparency work, as well as some investment travel, training, and revision, the organization submitted a successful proposal to address the dearth of evidence-based journalism in Georgia head-on by becoming a proactive publisher of data, data visualization, and information design.

Visualizing the News in Georgia, the project currently underway for this group, defines the new JumpStart Georgia as an organization. The group has created a new online presence, Feradi.info, which hosts visualizations of data related to news topics in Georgia, drawn from published NGO data, data created by the organization, and data received under freedom of information requests. JumpStart works to draw readers into complicated stories and civil society messages through

attractive and readable visualizations. JumpStart now unites technologists who wish to work for the non-profit sector, taps into the small pool of data designers working for NGOs in Georgia, and employs the tools of access to information in a local data design for advocacy firm.

JumpStart Georgia receives the majority of its funding from three donors: OSF, the National Democratic Institute, and from a matching grant from Jumpstart International, an organization based in Georgia (USA) which founded the original Open Maps Caucasus project. The relationship between the two Jumpstarts has evolved over the years of our funding: JumpStart Georgia began as a subsidiary of Jumpstart International, and has since become independent of that institution. After a period of somewhat tense control over JumpStart Georgia, Jumpstart International has become a donor, and JumpStart Georgia has established its own board with financial and programmatic oversight. Finances and large decisions are reviewed and approved by JumpStart's local board and with the assistance of an external accountant from a local accounting firm (not on staff). The board is entirely Georgian, with the Executive Director of the organization, Eric Barrett, as a non-voting member.

JumpStart Georgia's director, Eric Barrett, started off as a key programmer with the original mapping project started by OpenMaps Caucasus. Over the course of several years he was hired as director and embarked on a steep learning curve. He is quite technical, and peers in the technology sphere have high regard for his skills and vision; he is less skilled at managing donor relations and staff, and has run into conflict with the local foundation in Georgia over open data advocacy groups and projects. It seems the group would benefit from other leadership staff to manage these activities. That being said, Eric led the group to greater independence, and under his leadership the group's output has vastly improved, its staff seems more enthusiastic, and the organization has found its feet through the visualization project he developed with OSF funds. JumpStart Georgia has also formed partnerships with the National Endowment for Democracy, and receives funding for contract work through that relationship. The group has worked with the Sunlight Foundation, and is a part of coalitions working on international transparency and accountability issues, including the civil society work under the Open Government Partnership.

JumpStart is certainly dependent on OSF funding, and has not yet found a strong base of donors to give it some breathing room between projects and fundraising. Eric works hard to find funding, and currently the group has two proposals in for partnerships with NGOs receiving USAID funding. JumpStart will provide data-driven advocacy components for the projects, one of which is led by Article 42, a mainstay of the human rights legal aid and strategic litigation movement in Georgia. This is a positive development and will likely lead to other partnerships with human rights NGOs, which is what we had asked the organization to attempt over the course of the previous grant period.

The organization is also funded by fee-for-service work. JumpStart looks for projects that match its organizational mission to bring in money for overhead and projects it cannot find donors for. Currently JumpStart has a sole-vendor agreement with the National Democratic Institute in Georgia, assisting NGOs that body funds; it has received fees for building APIs for Transparency International Georgia's parliament voting records; and has done work for IRI to visualize party observation training for elections. The group also does trainings and consultations for organizations on how to integrate data into advocacy strategy. The group's core aims are centered on providing society with the geographic data and other research data, technology and open access to information; supporting independent civil society, business and good governance; promoting open source technology and the use of data-driven analysis, and building the IT capacity of Georgia.

Project Description

The Feradi.info project has been an experiment in reactive media work: the group analyzed events and sought to present them, and worked with NGOs to shape their data once it had been produced. After one year of looking for ways to bring data and facts to the fore, uniting the topical interest of readers with salient data from NGOs, ministries, think tanks, and the reams of information and analysis conducted by external foreign aid donors and international financial institutions,

JumpStart believes it has enough experience to change the project for the better and for the proactive, and identifies three activities for its current strategy:

Continue to find 'space' in the Georgian context and outside the Georgian context where curating data can have an impact (elections, parliament, procurement, etc.)

Collaborate with organizations to add value to their advocacy strategy and workflow processes by focusing on how technology can improve their data life-cycle (gathering, analyzing data) and communications (visualization, web applications, video, etc.)

Continue to advocate for an increasingly open Georgian government by engaging with the government and showing as examples better practices through the work we do

Over the course of the next year, JumpStart will continue creating visualizations on the Feradi.info site, seeking to maintain momentum on the quality and frequency of data journalism and storytelling and on innovative uses of open government channels to access information. The group hosts both its own design activities and has an open thread where individuals can propose topics for visualization, and currently almost 200 ideas have been posted. In addition to this ongoing work, JumpStart proposes to open four partnerships with civil society organizations in Georgia, working backwards from advocacy goals of these organizations to improve their strategies in collection and processing of data and for data-driven outcomes. JumpStart will offer its technical and advocacy skillset to these groups to form collaborative partnerships in designing both the outputs – the “edible evidence” – and the inputs. JumpStart argues that in its experience, groups often arrive at the end of a project and want to animate it with infographics or make a powerful analytical statement, only to find the data and materials collected does not support this output.

Over the period of the grant, JumpStart plans to:

Hold strategy workshops and collaborate with 4 civil society organizations to develop advocacy strategies integrating new media tools

Produce at least 2 stories per month for Feradi.info outside of the work with NGOs, focusing on interactivity rather than static visuals

Hold open and public workshops focused on topics related to data-driven advocacy, including information management, message and data design, and repurposing data

Produce Georgian and English-language data advocacy materials for free download

Organize an exhibition of its design work

Introduce advocacy video work and animation

JumpStart will evaluate its progress on how successful is the media it creates, and how well organizations internalize the concepts it introduces. JumpStart will use Facebook analytic tools to understand both its network of influence and the demographics reached by particularly successful or unsuccessful themes. JumpStart will also track its partnerships through surveys (pre and post cooperation) and will track unsolicited approaches as well.

The group also seeks core funding and partnerships in and outside of Georgia to accomplish a number of organizational development goals, and including:

Improving financial management, possibly creating better software for NGOs to manage finance more easily

Hire a full-time fundraiser, an additional full-time developer

Improve its hardware, and find (and fund) an office that allows workshop space for 20 people

Improve its capacity and advocacy, including finding more funds to do its own advocacy on open data

Rationale for Funding

When recommending the last project, I proposed that JumpStart's ongoing difficulty finding sustainable funding for its activities was because it was trying to do something that the NGO and funding community in Georgia was not prepared for – the costs and realities of an organization that sought to play this role in creating data and design for civil society at a local level. Though bigger players like Tactical Technology Collective have been able to develop successful funding models and expand while supporting data driven advocacy, small and local support organizations of this sort have been harder to sustain. This is not to compare the two directly, but rather draw a parallel about potential: Tactical Technology Collective has worked hard to establish a wide range of partnerships, products and outputs, and a global design-driven advocacy mission. I did (and do) believe that the civil society environment in Georgia is rich and well-rounded enough that it should have some better design-driven advocacy.

Whether JumpStart has capitalized on every opportunity is open to debate. As mentioned above, the group still has a shallow roster of leadership, and the director, Eric Barrett, needs to delegate and other leaders need to emerge. The group is currently on the roster of organizations being reviewed by Information Program consultant Jed Miller, who will report back only in mid-November. The local foundation (OSGF) has had both positive and negative experiences with Eric, who has burned some communication bridges in the local community of NGOs as well. The environment for new NGOs in Georgia remains difficult – civil society is talented and well-funded, but can be closed to newcomers. In short, the verdict is out; due to scheduling issues we were unable to complete an evaluation of the organization in time for this renewal proposal.

On the positive side, the proposal itself is filled with lessons learned: obviously our previous grant allowed JumpStart the freedom to experiment, learn, and propose modifications to its work based on experience. The proposal itself has a great deal of merit and I would like to see it continue now that the group has had a year to establish the team and make a name for Feradi.info. Data-rich advocacy and information design-centric campaigning is still in its infancy in Georgia, and the presence of an organization with a project dedicated to this work is exceptional. I have some reservations about whether civil society organizations will cooperate with JumpStart enough to have some successes, and I think this is one of the potential barriers to the project. However, the group has wisely chosen smaller organizations with potentially data-rich advocacy outputs and particularly geospatial needs: Iaret Pexit, which advocates on behalf of pedestrians; Ertad, a physical disability rights group; and the Welfare Foundation, which does research and advocacy on health and social welfare. The fourth organization, Georgia's branch of Transparency International, is well funded, but its technical team has partnered with JumpStart in the past and they have found important common ground in open government data goals. I think the data-rich and interactive design that emerges from JumpStart's own editorial process and own goals will continue to find audience in Georgia and possibly elsewhere. If it does, the Media Program of OSF had been interested in the possibilities of a fully-funded team of data design for advocacy activists.

Finally, local homes for technologists interested in working for non-profit and human rights goals are still few and far between, and I still believe that this experiment is worthwhile. However, the costs of funding the organization cannot be sustained by the Information Program at this level. I recommend funding a tie-off grant to this phase of the organization, communicating to the grantee that we cannot consider re-funding in 2015 unless it has demonstrated a more diverse range of donors. I would also suggest that the organization cut out its plans to work with video and animation, as adding an entirely new department of design to their existing work seems infeasible, and that it seek in-kind contributions for work with other organizations. I recommend funding at the previous level of \$65,000 for one year.

The Engine Room Foundation

Responsible Data Forum/2014, 12/31/2013-5/1/2013

Organizational budget: \$504,168

Awarded amount: \$48,830

Recommender: Janet Haven

Organization Description

The Engine Room is a two-year old organization focused on supporting advocates and movements to use technology and data more effectively. Their approach draws on those of organizations like the Tactical Technology Collective and HURIDOCs, both Engine Room partners. The Engine Room's core team is composed of Susannah Vila, formerly of Movements.org, Christopher Wilson, who came from UNDP's Communications section, and Alix Dunn, a sought-after independent technology and digital security consultant.

The Engine Room registered as a Norwegian foundation (the equivalent of an NGO) in January of 2013 as part of the team is based in Oslo. In terms of organizational development, they are in their infancy. In 2012, their organizational income was 71,600 USD; in 2013, they expect something closer to 130,000 USD, through a combination of grants and earned income. The organization's expenditure budget has matched their income, although a great deal of their work is self-funded and therefore doesn't show up in their official accounting.

The Engine Room's financial management tools and skills are basic at this point. Christopher manages their finances, with advice from their board member. Most of their funding has gone towards bringing on consultants to help with their research projects, data experts to do small pieces of analysis, and online communications and brand-building. Only one member of the team (Christopher) has been paid regularly for his work with the Engine Room; the other two members of the team self-fund their participation through external consulting. The group's funding situation appears to be rapidly evolving. They are in discussions with the Hewlett Foundation for work in Latin America (to be considered on Hewlett's March docket), and are on the funding radar of other donors I work with, including the Omidyar Network and the Oak Foundation (where they will submit a proposal in January). Although this grant to The Engine Room would, at this point, comprise a significant portion of their income for 2013, I expect to see that percentage change in the coming 18 months, as they expand both their grant-funded project work and their consultancy work. That said, both Alix and Christopher have indicated that they expect to continue to be at least partially self-funded for the foreseeable future.

The organization's development is similarly nascent in terms of their board and governance. While they have a formal governance board that meets twice yearly as required by law, it is currently comprised of two Engine Room staff members and Kamil Zabielski, an Oslo-based human rights and business expert; he has advised several different Norwegian ministries on compliance with human rights law and practice, and is currently playing that role at the Norwegian Export Credit Agency. Kamil's role with the Engine Room is limited in terms of governance; he helps them ensure compliance with Norwegian law, but is not advising on strategy or more in-depth governance matters. More important for strategic development has been the "sounding board" of advisors that the Engine Room has developed. They have pulled in a long list of well-known actors in the technology and advocacy scene, from Allen "Gunner" Gunn at Aspiration Technology to Brian Nunez at Witness to Eva Galperin from the Electronic Frontier Foundation. Allen Gunn has been their most involved advisor, and has also become a project partner on the grant being considered. Given Allen's extensive experience mentoring and supporting young tech-focused organizations, I am confident that he is providing them with wise counsel, and Christopher and Alix have already told me they intend to invite him to be a board member of their US entity, when it is registered (see below). As with most young organizations, the Engine Room will need to build up a governing board over time, and develop or bring on at both the board and leadership level the tools and skills to secure the organization's financial integrity and governance structures. As their funding levels increase and assuming this initial exploratory grant to the organization goes well, this is something I intend to help them develop, both through potential future general support, and through connections to trainers and board members who bring experience in NGO management. They plan to be registered in the United States as a 501c3 by summer 2014, at which time they will also recruit a board. They also plan to maintain the Norwegian entity.

The organization's leadership is, at this point, tripartite. The three principals share fundraising, project work, and decision-making, but have divided up specific tasks by skills and regional affiliations; a side note is that there have been some suggestions that Susannah Vila may decide to pursue other opportunities in the near future, but nothing formal has been

communicated publicly on this. To date, the three founders appear to have done an admirable job of working together, communicating regularly between Cairo, Oslo, and Lima, while still producing solid work and forging an organizational identity in a complicated field. Advisors have reported some inter-personal tensions, but this seems expected in a virtual organization run by three people with strong personalities and many commitments. Particularly Christopher and Alix appear committed to a slow build and development of an organization that they want to see have longevity and influence in the field. They do not intend to change the structure by appointing an executive director at this point.

In recent months, the Engine Room's partnership has been sought out by the Personal Democracy Forum as a regular contributor to their widely-read blog on participatory technology and governance (WeGov), and by Transparency International as a long-term advisor to a number of TI chapters on the use of new technologies and data.

Other leading organizations in the advocacy and technology field work closely with the Engine Room as research partners and trainers. I spoke with Tanya O'Carroll of Amnesty International's Human Rights and Technology program who has worked with Alix and Christopher on the design of data practices for several major AI technology projects, and she spoke glowingly of the partnership with them. Tanya herself is a well-regarded figure in this field doing cutting-edge work at AI. Similarly, Sunil Abraham, an Information Program board member, reported on the Engine Room's unique and effective training sessions at a recent Mekong ICT camp that he also attended. In short, the organization's reputation in the field is growing, with concrete partnerships and collaborative projects to show for it. That said, they have also made some mistakes common to young organizations; some organizations in the field have noted to me the tendency of the organization to claim credit for what are in reality joint efforts and projects. I noticed this in their proposal to OSF, which led to a fruitful conversation with them about the social payoffs for sharing credit while still establishing a clear niche for themselves in a growing field.

One of the organization's strengths is their use of online media to build an organizational identity. They prioritized the creation of their website over paying themselves salaries, and have carefully maintained it as an active and interesting space to discuss ongoing research, partnerships, and projects. They have also showed great media savvy in partnering with the PDF on the WeGov blog; widely read by both the governance and technology communities, WeGov (and PDF) provide great visibility for the organization, as well as legitimacy in both the online and offline spaces – important for a start-up enterprise.

Youth in an organization is not a weakness per se, but the number of areas in which the Engine Room will need to develop – leadership, board and governance, financial management – marks them as a clear risk for receiving long-term funds. At this point, the organization's leadership has focused on products, collaborations and outputs rather than building a sustainable organization, for legitimate reasons. In the coming 1-2 years, they will need to consider carefully what kind of organization they want to become, and what the leadership for that organization will look like. An obvious risk, as the organization becomes better known and better funded, is a power struggle between the three principals for organizational leadership and control of the strategy. Other organizations I've worked with over the years have started as 'collaboratives' (notably the Information Program's long-standing partner, the Tactical Technology Collective) and over time have evolved into more traditional organizations with largely flat but still hierarchical management structures; those processes haven't been easy and, at times, have threatened the organization's existence. The Engine Room may go through a similar evolution, and may come out looking quite different than it does now. Given that part of the strategy of the Skills and Capabilities portfolio is expanding the field –and thus making bets on younger organizations-- these seem like reasonable risks to take when balanced against the good work that the group has produced so far, the growing positive reputation that they have built among established peers in the field, and the dedication and drive of the people leading the organization.

Project Description

The Engine Room has requested 48,830 USD to pursue two streams of activity as part of the larger Responsible Data Program. The Responsible Data Program focuses on the security and privacy issues tied to data collection by advocacy

organizations; the Engine Room seeks to establish a set of practices, both for funders of advocates and for the organizations themselves, in working responsibly with data. As an increasing number of organizations involved in advocacy look to their own data and to public data sources as fodder to bolster advocacy arguments and undertake evidence-based campaigning, it will be crucial to provide guidance on working with data, from the stage of funding through to publication and use. While this set of concerns intersects with ongoing discussions and efforts around digital communications security for advocates and activists, this proposal is distinct in its focus on organizational data and advocacy research.

The proposal requests support for two related activities: first, funding will support the Responsible Data Forum, a convening that the Engine Room plans to hold in spring 2014 together with Allen Gunn of Aspiration Technology. The purpose of the convening is to bring together a group of actors in this field, spanning advocates engaged in monitoring and data collection, organizations like HURIDOCs that provide database support to advocates, organizations like DataKind that supply data science support to advocates, security and privacy actors, and funders, to map out the field and define the current state of play, as well as to emerge with a concrete set of activities and needs to act upon. Second, OSF's support will allow the Engine Room to engage in a set of preparatory activities leading up to the forum, including research with key organizations on the understanding and needs around "responsible data", the perceived value and limits of the concept in advocacy work, and the identification and preliminary drafting of needed resources on the topic.

The expectation is that we will receive a second funding request from the Engine Room in mid-2014 for activities that emerge from the proposed Forum.

This grant comprises 68% of the Engine Room's 2012 expenditures. Because they are a relatively new organization with a great deal of self-funded/volunteer time contributed by their staff (that is not captured in their official budget numbers), and because their expenditure budget is increasing as they bring on funders, I feel comfortable with recommending support at this level. Given the conversations they are currently having with the Hewlett Foundation, the Oak Foundation, and other funders interested in these topics, I would expect that OSF's contribution will fall below one-third of the Engine Room's budget by 2015.

Rationale For Funding

The Engine Room's research and exploration related to the responsible use of data by the advocacy sector is important both to the field at large, and to the Information Program's own work into examining the impacts of data within advocacy. As privacy and surveillance concerns become more prevalent, it is crucial that advocacy organizations, having been encouraged to focus on monitoring and data-retention to create a defensible evidence base, also consider the potential negatives to this approach, and the ways in which they can mitigate the more worrying effects of data collection and retention of sensitive information. This is also a set of issues that funders of advocacy and rights organizations need to be aware of and build into funding considerations. A number of organizations are working on these questions from different angles, from looking at "data ethics" in the non-profit sector (DataKind) to training advocates working in dangerous circumstances in securing their own organization's information. The Engine Room's proposal neatly fills a gap in the ongoing work in this field, essentially proposing that a "responsible data" approach should guide advocacy work, both on the funding side, and during implementation. This project will allow the Engine Room to develop this set of ideas further with a peer group, and to test it out at ground level with partner organizations.

HURIDOCs

Core Support and Russia and Ukraine Regional Support, 10/1/2011-10/31/2013

Organizational Budget: \$1,593,900

Awarded amount: \$380,000 (\$160,000 Information Program; \$20,000 OSJI; \$160,000 HRI; and \$40,000 Russia Program)

Recommender: Elizabeth Eagen

Organization Description

HURIDOCS, a Geneva-based organization specializing in documentation and information management for human rights organizations, has become a key partner under our Human Rights Data Initiative in the Capacity Building Fund. The organization conducted in-depth assessments and implementation of digital documentation and security plans for organizations in Russia in 2009 and enlarged and repeated similar actions in Armenia. The purpose of each collaboration between HURIDOCS and local organizations is twofold: first, that at-risk data is dealt with in a short and long-term fashion; and second, that organizations are given a catalyzing burst of technological assistance to purchase and install critical fixed assets matched with a software strategy tailored to the organization's operational needs.

Project Description

The Board is asked to consider a core proposal with some in-country work in Russia and Ukraine. The core proposal is planned to complement a similar project submitted to the Oak Foundation for work in Russia, and is a mixture of tools development on their core strengths and a greater focus on the longevity and dissemination of HURIDOCS' methodology of technological intervention.

Under the core support proposal, HURIDOCS would perfect and implement technical tools over the coming two years, including websites and databases for litigation and monitoring, building on previous experience. At the same time, HURIDOCS would focus on localizing and replicating its work through a local staff member based in St. Petersburg who is sharing office space with the Freedom of Information Foundation, a strong FOI grantee of the Russia Project and HRGGP, which also houses a core group of technologists. This person's core tasks would be to manage partnerships and spread HURIDOCS' methodology in collaboration with other capacity-building organizations in the region and elsewhere, including partners well-known to us in Kyrgyzstan (CIIP), Georgia (Jumpstart) and Southeast Asia (SEACEM).

The core project would complete three key directions:

HURIDOCS would perfect CaseBox, the affordable case management tool developed under our first HURIDOCS project for the International Protection Center and the Nizhny Novgorod Committee against Torture. Demand for the system already exists in Ukraine, Russia, and from the Open Society Justice Initiative, which has committed \$20,000 to this project for that purpose. The beneficiaries of this project are key grantees and partners of OSF, including Russian organizations such as Public Verdict Foundation and Jurists for Constitutional Rights and Freedoms (JURIX), as well as Ukrainian organizations Kharkiv Human Rights Protection Group, the Legal Strategies Centre, the Ukrainian Helsinki Human Rights Union (UHHRU) and Environment-People-Law.

HURIDOCS would expand the abilities of a sophisticated data scraping tool developed for SOVA, an ethnic discrimination and hate crimes monitoring organization in Russia, which will enable this tiny NGO to continue to produce and maintain an astounding amount of data and analysis. Though it remains to be seen whether this tool is generalizable for a larger user base, the activity of developing it is the backdrop for HURIDOCS' institutional learning and programmatic expansion.

HURIDOCS would use the work in Russia as a springboard for spreading best practices around information handling throughout the region and seek to interest other donors, including local embassies, in the work. HURIDOCS is invested in promoting its methodology and capacity building specifically so that it can be copied and adapted by other organizations with the same needs.

Rationale for Funding

Core funds to this unique organization will provide close support to key NGO partners while leaving us freer to develop and experiment with grants that encourage the use of technology toward achieving more targeted advocacy goals. For example, now that Asparez (an Armenian media and freedom of information monitoring organization, which we fund under the Matching Funds Program) has undergone a project with HURIDOCS, its basic technology needs were met in such a way that it could move forward to catalog and explore the FOI data it has obtained to change tactics and explore new advocacy outlets. Helsinki Citizens Assembly Vanadzor, which struggled mightily to define its data strategy under Armenia 1, is able in Armenia 2 to refine its case management in a way that may transform the organization's monitoring strategy. Though we

know some organizations can take up a tool and use it immediately, the vast majority of our key human rights partners are slow to adopt new technology or change working methods to cope with the changing reality they face.

As we have presented in the strategy for HRDI, assisting organizations to develop new approaches to information handling in human rights practice has the potential not only to meet emerging challenges to human rights advocacy, but also to address established and persistent advocacy concerns by opening new avenues for advocacy. Many key human rights organizations need assistance to recognize and solve the technology needs not only of their organizational infrastructure, but in unlocking the potential of their data to interact with others. The rapidly growing open data movement, which is largely made up of developers and hackers, and the human rights and accountability communities in the region ultimately share the same goal: increasing the transparency and accountability of governments. However, these groups have virtually no interaction with each other and speak completely different languages. HURIDOCs is one of the few bridges between these disparate actors.

HURIDOCs' patience and investment in the mission of human rights NGOs sets them apart from the cookie-cutter solutions that so many organizations are offered and fail to implement.

The project has had the added benefit of coming at a time when foundations are beginning to invest more in the online media strategy, coalition-building for evidence-based policymaking, and in experimental information tools with key partner organizations, and HURIDOCs is able to act as a focal point for planning and understanding the needs of NGOs as they adapt new tools and technology. We recommend supporting core funds at \$80,000 per year for two years.

New Media Advocacy Project

New Media Advocacy Project Core Grant 2014, 1/1/2014-12/31/2014

Organization budget: \$3,375,000

Awarded amount: \$250,000 (\$125,000 from IP; \$125,000 HRI)

Recommender: Elizabeth Eagen

Organization Description

The New Media Advocacy Project (N-Map) is a small team of lawyers and media specialists that uses legislative and media advocacy techniques to help other organizations achieve their human rights goals. The group has a permanent staff of four, and rotates interns and part-time or short-term employees as needed. The group also contracts locally with filmmakers, producers and fixers to carry out its activities, and funds dedicated time from lawyers based in the partner organizations involved in projects. The organization is based in New York, with a staff member in Tbilisi, Georgia.

Over the course of the past two years, N-Map has established a seven-member board that is a careful mixture of strong fundraisers, human rights lawyers, and documentarians (including James Goldston from the Open Society Justice Initiative). The board has both fiduciary and strategic oversight over the organization, approving senior staff salaries and transactions greater than \$10,000. The organization's annual budget is \$3,375,000 for 2013, and it has similar targets for the next three years that it is well on its way to fulfilling. The board's financial oversight has helped to put the group on a solid financial path. The organization raises funds for its activities through a mixture of grants and consultancies, and the board's treasurer, who comes from the financial sector, has developed a money management model to absorb fees-for-services projects from clients who can pay for N-Map's services, and integrate those with funds from foundations and donors to keep the group financially stable.

The group and board are currently debating the value and balance of fee-based work versus fundraising from foundations. Though the decision has not yet been made, the director has articulated solid reasoning for concentrating more on foundation fundraising based on his concern that client work may produce results for the client, but may not actually foster

systemic change. He expects the group to take a decision once the current strategic plan is complete, and that plan will also establish the board's responsibilities for programmatic oversight. Board chair Don Glascoff believes the group is on the right path, and hopes that the board will grow to ten members and that N-Map will add staff and staff infrastructure to meet the growing demand for its activities.

N-Map fulfills a niche within the growing field of video advocacy: it employs the tool of video and media advocacy to shape the legal infrastructure for human rights. The group represents the lawyers' perspective, arguing that legal institutions and the practice of law reduce the realities of human rights violations to an exchange of words, and that visual evidence and storytelling that is couched in the legal process, disciplined and guided by the law, can foster better judgments and outcomes. The technology - in this case, the use of visual and narrative documentation - powerfully connects the law and the lived rights experience. The Human Rights Data Initiative, a joint initiative of the Information Program and the Human Rights Initiative, first funded the group as a startup. Over the course of our two years of support to N-Map, the group has quickly attracted a diverse donor base and built a strong team. The executive director, Adam Stofsky, is an effective and persistent fundraiser, who has also found a thought-partner, challenger and passionate campaigner in deputy director Abby Goldberg, a dynamic that the board agrees is extremely beneficial.

Under their direction, the group has developed a number of working models that it seeks to test in the current proposal: strengthening the use of visual evidence in court and improving data collection; supporting implementation of international human rights court judgments and treaty obligations by motivating public support for the judgments and for implementation; and influencing courts and human rights institutions outside of formal litigation procedures. The organization believes that by amplifying the messages of other human rights organizations, it can effect systemic change, and human rights groups are its clients. N-Map's methodology is to work closely with an organization to identify the key moments in a litigation process where media and storytelling might have a strong impact. The group does not conduct advocacy itself, but rather supports the adoption and use of media tools by human rights organizations, with the dual objectives of helping the groups to accelerate the impact of their work and to develop the planning and technical skills necessary for engaging in technology and media advocacy. The group also works to pursue system-wide improvements to the legal process.

The group's own communication and engagement in social media models the approach it takes with clients. N-Map's website, <http://www.newmediaadvocacy.org/>, hosts videos that it has made for different clients. N-Map's online strategy is to present a menu of options so that NGOs can envision the type of project they think would be most beneficial, so videos are categorized both as stand-alone examples and as tactics to win the most difficult campaigns. Videos on different issues serve to illustrate legislative and public advocacy, community mobilization, training and capacity building, and litigation. The group also hosts a blog to describe in an approachable tone how they do the work, and uses its twitter presence to post ongoing updates of N-Map's work, as well as to push the advocacy messages of their clients.

Project Description

Over the last two years, N-Map has tried various strategies to create effective video advocacy in the litigation process, and in this proposal has narrowed its work to test its impact on three points of entry into the legal system: *the gathering and use of evidence, implementation of cases and laws, and influence of the courts and bodies that shape human rights law*. N-Map will choose or continue partnerships in each of the three points of entry during the one-year grant period. In coordination with funding from other donors, N-Map anticipates a three-year arc to this work. In the first year it will develop an understanding of how organizations can engage with new media, and the opportunities and challenges that presents, as well as what resources, such as a guidebook, would be useful for the field.

A client-service model shapes N-Map's activities for the year. N-Map's proposal links possible partners to each priority, and has benchmarked each one with documentation and solutions. The group projects a wide geographic and thematic spread,

ranging from cataloguing disappearances in Mexico to documenting human rights violations of people with physical disabilities, to lead to documentation of all disability rights issues and push for the implementation of the Convention on Persons with Disabilities in multiple countries.

Over the period of the grant, N-Map will work with one or two organizations on each of the three impact points in litigation, for a total of up to six video advocacy projects. The project will build capacity of the partner organizations to plan and execute technology projects, while simultaneously using N-Map's legal expertise to develop further legal arguments to establish the role of citizen journalists in the courtroom or during evidence presentation. Activities include visually documenting non-compliance with treaty norms, and testing ways to teach community-based evidence gathering by using media to engage and educate citizens and NGO documenters to produce admissible evidence.

The project will be measured based on benchmarks specified for each priority topic. The group expects that individual organizations will make significant progress in adopting techniques – whether evidence gathering or otherwise – themselves, and that some measurable concrete outcomes will come from their activities, such as an increase in public debate, key interlocutors changing their position, and critical evidence coming to the fore in litigation. The group also expects improvements in data collection and use. It is looking for an improvement in the visual quality of advocacy produced as well as in the quality of collected evidence. N-Map also seeks to begin establishing a baseline for courtroom evidence collected by video documentation projects and will spread and review that baseline through its connections to the rest of the video advocacy and documentation field. Finally, the group plans to track and share the lessons learned about video advocacy, and to measure whether campaigns employing video are more effective than those without, and why. The group is interested here to discover both budget questions - whether it can be said to be worth the cost to do video advocacy - and whether there are better ways to measure the specific impact of video on a campaign.

Rationale for Funding

N-Map's proposal is designed to combine targeted assistance to groups working on existing human rights challenges with a careful examination of the contribution video and new media advocacy can make. The project will test N-Map's own identification of the role of legal advocacy in expanding the implementation of human rights, while also seeking to learn whether technological interventions can have a measurable effect on advocacy outcomes. The proposal adds to the growing field of video and media advocacy on human rights by specifically targeting entry-points in the litigation cycle. It complements the work of other video and media advocacy groups by targeting the legal system.

The proposal was reviewed positively by the Advisory Board of the Information Program. That body proposed several instances where further scrutiny might benefit the project and the field, including around security for this organization and its partners, which is currently conducted on a country-by-country basis. Additionally, that Advisory Board requested that the group specifically look for ways to measure the scalable system change it proposes with this project. These requests are important and will become a part of the evaluation of this project. The proposal was also reviewed by Tirza Leibowitz of the Human Rights Initiative for specific comments on the disability rights activity. She reflected the Human Rights Initiative's concern about the potential for projects focusing on disability rights to exclude the broader human rights goals by focusing on accessibility, and also made the point that work in this field should be empowering rather than perpetuating an exclusionary image of people with disabilities. N-Map will meet and discuss their strategy with the program as the work progresses in this area.

I think the proposal will give us a closer look at a particular tool - video - that groups try to use when they want to change their messaging. N-Map's goal to use video beyond showing violations will address some interesting gaps in both new data that is being produced (for example, citizen media) and in the way organizations can integrate video into their larger advocacy plans. By constructing the proposal to test some assumptions about the way video can impact litigation processes, the organization is challenging itself to measure the value of one component of an advocacy strategy. I appreciate that the group does not try to skate by this issue by saying the role of video is too intertwined with other pieces

of advocacy to measure. They have also sought to measure what we are beginning to call the “spillover and affordances” of technology interventions: though the outcome might be a video, the benefits to organizations extend beyond that production experience. Groups are helped by an intermediary to adopt a new tactic in their advocacy work that requires technology, and by use and adoption of the technology the rest of the organization’s operations are affected, new equipment is brought in, new positions or strategies of communication are required and adopted. If N-Map can successfully find ways to describe this, I think will help the group crystalize where N-Map can be transformative (for itself, us, and other donors). N-Map’s supporting role for its clients can often mask the importance of these effects, and we hope this project will draw those ideas out.

The project is co-funded between two programs, and fulfills some interlocking goals for each. In the Information Program’s Data and Advocacy work, we hope to find those projects that democratize data gathering and dissemination for advocacy, as well as those that re-imagine campaigning, and hope to understand when it is worth the expense to do so. In the Human Rights Initiative’s Participation work, the project addresses our goals of offering activists the opportunity to expand the space for dissent, connecting technologists and traditional activists to enhance advocacy, mobilization and outreach. Connecting national concerns to broader litigation issues will be an opportunity to watch the jigsaw puzzle of international interventions and local advocacy strategies fit together.

The proposal is also an opportunity to connect the work of the Human Rights Data Initiative with other parts of OSF working on key litigation areas, particularly through the proposed work on Latin America, where N-Map’s partner is a potential grantee of the Latin America Program for a database on human rights violations, and in Nigeria, where other work on police abuse is being conducted through the DC Advocacy office (on promoting the use of the Leahy Law, which controls State Department funding over abusive military and police units around the globe). These connections are already underway. This proposal is a key part of the broader portfolio of the Human Rights Data Initiative, and its outcomes will be shared among other donors (particularly the Oak Foundation, which is looking at a 3-year proposal based on this one).

Witness Inc.

Enhancing Citizen Media as Evidence, 7/1/2013-6/30/2014

Organizational budget: \$4,767,026

Awarded amount: \$100,000

Recommender: Janet Haven

Organization Description

Witness uses video to document and expose human rights violations. Based in Brooklyn, Witness was founded in 1992 by composer and performer Peter Gabriel in the wake of the brutal beating of Rodney King Jr. by policemen in Los Angeles, captured by a bystander on a hand-held video camera. Gabriel positioned Witness to advance the idea of “video advocacy”, the use of video as a tool in human rights campaigning. Witness went on to pioneer this field in its earlier years by pairing documentary filmmakers with advocacy organizations, and they remain a leading actor in a landscape which has shifted dramatically in the twenty-one years since their founding. Now, the ubiquity of consumer electronics with built-in video capabilities has meant that citizen-generated media is the primary focus of their work; in the past three years, they have reinvented themselves to focus on the threats and opportunities to rights advocates brought about by “cameras everywhere”. Witness trains advocates in using video and citizen media in violations documentation and video advocacy, partners with technology partners to build experimental tools that increase the efficacy, security and privacy of rights activists using video, and works with media companies, journalists, academics, and activists to establish policies and practices that ensure a safer environment for human rights defenders online.

Yvette Alberdingk Thijm leads Witness, which now has 31 full-time and 2 part-time staff members. The organization’s second executive director, Yvette was recruited from Witness’ board in 2008; previously, she worked in commercial media,

driving MTV International Networks' expansion into a digital presence and serving as an executive vice president at Joost, an online television start-up led by Skype's founders. She now serves on the Board of Trustees for the Foundation Center, and recently joined the board of Access, a well-known digital rights advocacy organization. Yvette has earned the trust and respect of the board, according to my conversation with Michael Hirschhorn, board secretary and director of the International Human Rights Funders' Group. Yvette came into the ED role during a difficult period in the organization's history – as it grappled with the impact of digital, citizen media on its mission – and led them through a successful process of strategizing and restructuring, retaining skilled staff and ultimately growing the organization to take on new projects. While I have spoken with Yvette since her tenure began, she clearly believes in delegating responsibility to her staff; most project discussions take place with Sam Gregory, Witness' project director. Sam is an advocate, a video producer in his own right, a digital activist, and a teacher; in the field of digital advocacy, including but not limited to video, he is a respected and senior figure that other organizations look to for advice and partnership. Sam and I sat together on the first advisory board of the Information Program's partner, the Tactical Technology Collective, and I always found his input, observations and advice insightful and well-directed.

Witness' maintains both a board of trustees and a more informal and large advisory board of field experts that the organization calls on as needed. The board of trustees is chaired by Peter Gabriel and includes a combination of celebrities, filmmakers, journalists, experts in philanthropic practice like Michael Hirschhorn, and senior partners from financial industry companies; the board currently has 13 members, and meets twice yearly usually in person, with "fairly heavy" committee work, according to Michael, in between meetings. In our discussion, Michael talked about the board's role in the painful and difficult transition that Witness went through to arrive at its current strategy and direction. Michael echoed my own feelings about Witness in noting that as recently as three years ago he wasn't optimistic about the organization's prospects; struggling both with the financial crisis, an outmoded strategy, and a difficult and very public project that was launched at the behest of the founder and ultimately closed, it was, he said, a "perfect storm of bad news" for the organization. Their subsequent turnaround and return to relevance he credits both to organization's leadership, and to the crucial role the board played during that process, acting with "intentionality" and "purpose" to support Yvette and the staff in their research and strategic planning. Michael described the board as regularly refreshed (50% of the current board members joined within the past two years) and fairly evenly divided between highly engaged members involved in very substantive ways and "advice-givers" who bring broad insight and fundraising connections; he characterizes this as a successful mix.

Likely because of the board composition, Witness has been successful at raising unrestricted funds from individual donors and small family foundations. Larger donors like the Ford Foundation, HIVOS, and the Bertha Foundation have also supplied unrestricted funds, while others have targeted specific issues that Witness is working on; Adessium, for instance, is supporting some of Witness' work on forced evictions, while Humanity United provided \$35,000 USD to seed the evidentiary standards work that this proposal addresses. Witness also has received significant funding from DFID for their extensive work in Syria over the past year; they will be learning in the coming weeks whether that grant of half a million dollars will be renewed. Witness also throws an annual gala event in New York which brought in more than 800,000 USD in 2012, in addition to other individual donations, which totaled around 970,000 USD in 2012. The organization appears to be on a solid financial footing; at the beginning of FY14 (July 1, 2013), they have raised 50% of their annual budget. Claire Davis, the organization's financial manager, keeps approximately three months of operating costs (300-360,000 USD/month) in liquid assets, either in a local checking/savings account or in a money market account at RCB's Socially Responsible Investing Wealth Management group, where they also house other funds and investments. As a further measure against financial problems, Peter Gabriel, the organization's founder, has set up a temporarily restricted emergency fund that, with accrued investment income, totals close to 450,000 USD. Claire's close management of the organization's finances would suggest that the need to tap into that emergency fund is unlikely; her process includes a twice-monthly review of the organization's cash position by Claire, Yvette, and the organization's operations manager, with corrective measure taken immediately if problems are noted. Claire also noted that their overall metrics on revenue are increasing year on year, with the organization entering the fiscal year with a higher amount of secured funding.

In the field, Witness is a partner and expert organization sought out by peer institutions like MIT's Center for Civic Media and the Guardian Project, and by advocates in Syria, Egypt, Brazil and elsewhere looking for support, training and advice on video capture in dangerous situations, and the effective use of video in advocacy. In 2011-2012, Witness directly trained upwards of 400 human rights activists in the use of video in advocacy work, and re-released their online Video for Change curriculum, translating it into five languages. Along with Information Program grantee Engage Media, Witness is a founding member of the Video4Change coalition, a growing group of advocacy organizations with an interest in video tools working together to share training resources, establish impact assessment methodologies for the use of video in advocacy work, and identify new areas of focus for the field (including the use of citizen media as evidence in international justice venues.) Evaluating Witness' effectiveness as an organization is intimately tied to its use of the web and of media more generally. Witness has been highly experimental in its use of the web; last month, they celebrated the one year anniversary of the Human Rights Channel on YouTube that the organization launched together with Storyful, a news curation company that relies on social media for source material. The channel's purpose is not only to showcase human rights video, but to experiment with a system of verification and authentication of citizen media; this feeds directly into the issues being explored through the current proposal.

Witness is operating in an increasingly crowded space. As noted above, there were serious concerns about the organization only three years ago; while Witness managed to regain the trust of board, funders, and their peer community, they now need to keep it by continuing to maintain relevance, both at the international level where they seek to effect policy and practice, and at the local level, where they must retain the trust of advocates they seek to help by building hands-on skills. Further, through the Human Rights Channel, they have become a curator of politically charged media, a role which could become irrelevant, their contribution lost in the flood of online media, or highly politicized, depending on the stories they portray. My primary concern about the "new" Witness is that they will need to succeed in many directions in order to thrive – as policy advocates, as technologists, as legal experts, as trainers and capacity-builders, as field experts, as politically-attuned editors and curators, and still, as filmmakers and film producers. Most other organizations in this space try to play two or perhaps three of these roles; no one else is trying to cover the entire spectrum. Although no one on staff or the board said this to me explicitly, I expect that over the course of the coming two to three years, Witness may need to narrow down its activities in order to maintain coherence. If we are to continue supporting Witness in this work, it will be important for me to stay in close touch with both board members and organizational leadership to understand where their energies will ultimately be directed. I think it's clear, as they emerge from the difficult period described above, that they are still in a transitional phase.

Project Description

Witness is requesting a one-year grant of 100,000 USD from the Information Program (Human Rights Data Initiative) to continue the development of approaches to submitting citizen media as evidence in international justice venues, with a particular focus on the International Criminal Court. Working together with colleagues from the Open Society Justice Initiative and senior staff at the ICC and other international justice venues, Witness proposes to:

Focus on two "demonstration projects" that will test solutions related to authentication of citizen media using tools developed together with the Guardian Project (ObscuraCam, a face-blurring plugin for Android phones, and InformaCam, which collects metadata intended to establish the authenticity of the video or photograph.) One of the demonstration projects will likely revolve around the unfolding situation in Syria; the proposal has been reviewed and endorsed by our colleagues from the Arab Regional Office.

Run workshops or "mock trials" from demonstration projects, testing the lessons with international criminal justice stakeholders (staff from ICC, UNHCHR, and the US War Crimes Office).

Develop 3-5 options for use of evidentiary standards via the workshops/mock trials.

Develop a better understanding of how human rights video flows to international legal bodies and investigators; create a collaborative model of sourcing and curating citizen video as evidence; document via a public blog to bring in other citizen media/video organizations.

Promotion of the J3M metadata standard, developed by the Guardian Project and used by InformaCam, for other commercial tools and providers (specifically Google/YouTube). (<http://j3m.info/>)

Promotion of broader use of InformaCam.

The project has two objectives: to increase the capabilities of citizens witnessing and documenting human rights violations to capture those in a way that they are admissible to trial as evidence, and to provide international justice venues with policies and practices for accepting citizen media as evidence within a trial.

Rationale For Funding

Evidence regarding violations of human rights on an individual and mass scale is increasingly captured by bystanders, perpetrators, victims and activists carrying cameras and cell phones with video and photo capabilities. International justice venues like the International Criminal Court are well aware of the rising tide of relevant information recorded by non-experts, but lack standards and practices to accept the product into trial as evidence. The ongoing debate among international justice experts on the role of such intermediaries in producing evidence is heated.

Witness, an organization that promotes the use of video for advocacy particularly in service of the defense of rights, has taken a leading role in working to establish evidentiary standards for citizen-produced media in the context of international justice venues. The organization brings both technical expertise and strong technical partners to the table, and legitimacy as an organization that has an extensive history supporting rights actors in documenting violations. Witness brings a new perspective to the ongoing debate on intermediaries and evidence, and has successfully presented the case for exploring evidentiary standards for citizen media to the ICC's Office of the Prosecutor, eliciting a letter of support for this project from Michel de Smedt, the Director of Investigators for the Office of the Prosecutor. They have also established an ongoing partnership with Alison Cole of the Open Society Justice Initiative, who is pursuing a complementary line of work related to exploring the range of methods by which new forms of evidence may be submitted to the ICC (including from intermediaries such as WITNESS and their partners), and specifically the role that new technologies may play in the future of international justice (including video or social media generated material such as through InformaCam or ObscuraCam).

Witness, the Justice Initiative, and the Information Program share the opinion that citizen media can no longer be ignored as a source of evidence for international justice. Already, citizen media is a tremendous force in the court of public opinion, but legitimate concerns about authentication and chain of custody of digital information prevent admission in trial. The fact that both the Justice Initiative and the Prosecutor's Office of the ICC are not just open to discussion, but actively engaged in trying to understand the problem and create solutions indicates that this is a moment of great opportunity that Witness is well-placed to seize.

The risks the project is facing are relevant both to the technical side and the legal side. On the technical side, the metadata standard that Witness and its technical partner, The Guardian Project, are promoting is still young. To have real impact, that standard will need to be adopted by Google and integrated into the Android operating system; other versions of it would need to be developed for other systems (like iOS, the iPhone's operating system) and integrated by the major players in the mobile phone operating system market. This is possible, but far from assured. From the perspective that all of these companies are well aware of the human rights implications of the technology they develop and support, advocacy is advanced; moving from awareness to implementation of a metadata standard in core commercial products is, however, challenging. Witness is aware of this, and is taking a multi-pronged approach of training individual at-risk activists in using the software based on the standard (InformaCam), advocating both publicly and privately that Google adopt the standard,

and at the same time, encouraging Google and other major commercial players to consider developing their own version of the J3M standard.

On the legal side, the risks relate to the ability to shift legal practice while still maintaining the legitimacy of final decisions. This proposal takes an incremental approach, and as I noted above, Witness has carefully built supportive relationships with key actors in the international justice space. This is clearly not a task for Witness alone, and so the support from the Justice Initiative and the ICC, as well as peer organizations, is absolutely crucial to the outcome.

Snapshot for sub-portfolio on Expropriations and Evictions

Property Rights Coalition

(The Georgian Young Lawyers Association, TI-Georgia, Green Alternative, Georgian Regional Media Association Georgia)

Promoting Protection of Property Rights in Georgia, 10/1/2012-9/30/2013

Organizational Budget: The four organizations in this project have the following budgets:

GYLA, \$1.23 million; TI, \$337,000; Green Alternative, \$233,075; Georgian Regional Media Association, \$60,000.

Awarded amount: \$43,975

Recommender: Elizabeth Eagen

Organization Description

As Georgia emerged from the 2003 revolution, a primary objective of the new government was to seek other sources of revenue for the struggling state. Geographically blessed with tourist-ready attributes, including ancient villages, high-altitude ski runs and seaside territories ripe for investment, the state prioritized in subsequent years the development of tourist zones and the privatization of public lands and large infrastructure projects. Simultaneously the state made a strong push to eliminate low and high level corruption in all levels of government, from the local street police to the arrears of tax-evading companies, to the day-to-day interactions of individuals and state bodies in the conduct of personal business, including the ownership of land. Important strides were made in eliminating corruption by simplifying and making ownership records accessible, shifting to a digitized version of land records from fragile paper documents, and formalizing land tenure across the country. However, civil society noted curious exceptions to the speed and ease of that process when the state had a clear interest, finding that dozens of citizens had “donated” their land to the state in valuable tourist zones, and discrepancies between paper and digital records meant that individuals found that the land they had lived on for years was no longer their own. Victims have experienced weak or nonexistent judicial redress of their problems, and civil society leaders have expressed growing suspicion that the process of digitization has opened avenues of corruption, made more difficult by the complex problems of ambiguous land tenure in post-transition societies.¹

In response to these disturbing trends, the Open Society Georgia Foundation started working in 2010 with four leading organizations in Georgia to establish a coalition to protect property rights in Georgia. In 2011, the coalition focused on property rights in the country’s “new tourist zones”, which were rapidly changing under the development projects made possible by the United National Movement’s supermajority and the president’s initiative. The coalition issued tracking reports on the circumstances, cases and results of property rights violations, focusing both on the abuse of state resources and discrepancies in access to information and equal treatment, which were covered in domestic and some international press. The coalition is made up of three grantees that HRGGP has supported previously. The Georgian Young Lawyers’ Association (GYLA) is a well-known and dynamic body of active human rights and accountability lawyers throughout the

¹ For discussion of these issues, see “Handbook on Best Practices, Security of Tenure and Access to Land: Implementation of the Habitat Agenda” <http://www.unhabitat.org/pmss/listItemDetails.aspx?publicationID=1587>, page 9.

country. Green Alternative is a strong environmental and transparency NGO using budget analysis and freedom of information to pursue privatization regulation. Transparency International-Georgia is a well-respected chapter of that organization known for technological expertise as well as evidence-based policymaking. The final organization, the Georgian Regional Media Association, unites 24 regional newspapers in Georgia, and is a current grantee of OSGF.

Much of the credit for catalyzing this coalition goes to Irina Lashki, a program officer with the Human Rights and Good Governance program of the local Soros foundation, and to the leadership of that program by the foundation's Deputy Director, Tamuna Kaldani. Each of the constituent organizations recognized on their own the need to address the growing numbers of these property appropriation cases. However, the groups were working independently, in some cases duplicating each other's work until the foundation brought them together to pool their resources in order to have greater impact. This project emerges from conversations between HRGGP, OSGF, International Advocacy, and two of the four organizations at the HRGGP-funded Advanced Advocacy Training, where it became clear that the multiple objectives of the coalition members could benefit from connection to the larger OSF community as well as key international actors on this issue.

Project Description

The current project seeks funding to sustain this coalition of leading civil society organizations to take both an investigative and preventative approach to the violation of property rights. Continuing the work of the previous year's grant, the Property Rights Coalition seeks to identify the beneficiaries and victims of the abuse of power in property rights cases beyond the tourist regions, and to test some of the questions that have arisen about the potential corruption of the process. Coalition members have identified a number of concrete cases where there are clear discrepancies between paper records on land registry and electronic records: slices or even whole parcels of existing registered land have sometimes been removed from rightful owners in the digitization process.² They also have a growing number of questions that they seek to explore, including whether land was "donated" under duress, whether traditional land rights are appropriately respected in the legal process, and who benefits from stopped or stalled judicial processes of resolution.³ The groups will document corruption and accountability issues, promote knowledge of this issue through regional and statewide media, and seek to establish good practice on forced resettlement and traditional ownership. During the project, organizations will seek to help affected populations register their property, matching the obstacles and violations of individuals' rights to a larger scheme of pattern-recognition, cartographic mapping and analysis. Throughout, it will keep a constant stream of information in the regional media and public eye. The coalition will pursue a dual advocacy strategy. First, it will seek to develop state and civil society mechanisms to promote better public policy domestically, by forming a working group and negotiating with the state on best practices of forced resettlement for private companies and state institutions. Second, the coalition will develop international advocacy targets and relationships, including at the UN Committee on Economic, Social and Cultural Rights, with international financial institutions, and other NGO communities in the OSF network's orbit that have encountered the problem of expropriation and eviction.

Over the course of this project, the coalition members will draw on their respective strengths to carry out the data collection, research, and negotiations with state bodies. In conversations with GYLA and TI, and in the proposal, it is clear those organizations will focus on casework for individuals, which is appropriate given their legal aid role. Green Alternative has coordinated the coalition's major reports in the previous year and in the current grant will lead the advocacy efforts on a state strategy and better standards for forced resettlement under development projects. All organizations will contribute

² "Georgia: Can Property Rights Survive the Digital Age?" EurasiaNet, April 17, 2012 <http://www.eurasianet.org/node/65275>

³ In Mestia, citizens were restricted from registering traditional land rights in a "forbidden zone." In one case, traditionally-owned land in this zone ended up in the hands of a Parliamentarian's son, who built a hotel. Coalition report "Problems related to the Protection of Property Rights - The case of Mestia, July 2011", <http://transparency.ge/en/post/report/problems-related-protection-property-rights-case-mestia-july-2011>

to baseline data collection and learning on international best practices, with the aim of developing a coordinated NGO presence on a working group with the government, and the Georgian Regional Media Association will lead the domestic outreach to local press and national media for the group. Because the proposal comes as a matching funds project, the national foundation has also coordinated with the Brussels and DC Advocacy offices to assist in taking the group's issues forward, and will act as a convener for the group to take decisions as they arise.

Coalition members will also continue to develop concrete cases on property violations, centralizing the information in a database and expanding the reach beyond the tourist zones of the previous proposal to encompass a country-wide documentation strategy as similar violations have been reported across the country. As individual organizations, GYLA and TI will lead on drafting a package of legal amendments governing property rights that will seek to resolve the two main problems identified in the previous project: establishment of traditional land rights and registration, and changes to the normative acts related to the resolution of overlapping registration claims. TI will also lead the mapping of the organization's data. The project envisions supporting a percentage of project coordination in each organization, regional and international advocacy and research travel, and the specifics of each organization's responsibilities as outlined above. The coalition will pursue a legislative and educational advocacy strategy with local officials, affected populations, and local and international investors. It will study and connect with other local groups conducting advocacy on this issue in Armenia, Ukraine, and Macedonia.

An additional aim of the project is to ensure that coalition members are able to develop clear messages and speak with one voice on the issues of eviction, compensation, abuse and use of eminent domain, and access to open government data. Resettlement, eviction, compensation, and security of housing tenure in transitioning economies and in international development operate in a rapidly changing field. Therefore the project has also set the goal for each coalition member of understanding current best and worst practices in the field of land use, eminent domain and security of tenure over the course of the project, in order to connect it to the evolution of that policy area. For example, the coalition envisions best practices of traditional land rights making their way into the legislative amendments, and using comparisons with other countries to strengthen advocacy messages.

Rationale for Funding

The emergence of a group of organizations working on land tenure in Georgia dovetails with the current project on abuse of land tenure, housing and eminent domain led by the Human Rights Data Initiative, a joint project supported by the Information Program and HRGGP. That initiative seeks to investigate issues that cut across the fields of human rights and accountability, where new uses of data can be a game-changer. HRDI has embarked on a year-long research project into the abuse of state power in land policy, seeking to understand how expropriations affect a range of rights. The intense civic interest in housing security and the effect that expropriations and misuse of state power in land interests has on a range of rights beyond the right to property also pose important opportunities for crossover between the objectives of the transparency and human rights fields. Research and global policy asks identified in HRDI's project will be relevant for this coalition's work. For example, it is clear that the expansion of access to information and tools and technology make information on who owns what more transparent and available. Global advocacy organizations such as Amnesty International have demanded that the process of eviction reflect the state's obligations to hold "genuine consultation" with affected populations, and to offer them adequate alternatives.⁴

4 Committee on Economic, Cultural and Social Rights, General Comment No. 4, paragraph 8(a): "all persons should possess a degree of security of tenure which guarantees legal protection against forced eviction, harassment and other threats. States Parties [to the ICESCR] should consequently take immediate measures aimed at conferring legal security of tenure upon those persons and households currently lacking such protection, in genuine consultation with affected persons and groups." <http://www2.ohchr.org/english/bodies/cescr/comments.htm>

The case of Georgia offers a snapshot of the policy landscape in many regions on housing, eviction, development, and human rights. States are moving or are being pressured to move toward resolving unclear tenure through legislation, and they increasingly employ technology to make that possible. International financial institutions condition development goals and finance on state transparency reform. State and civil society organizations have the opportunity and obligation to establish best practices in this landscape that reflect openness and accountability as well as the protection of vulnerable populations, and should be supported to integrate human rights goals and transparency in one advocacy thrust.

The project itself presents at first glance a straightforward advocacy and research goal: to expand the tracking and monitoring of violations of the right to property, and the attendant violations of freedom of assembly, rule of law, equality before the law and transparency issues, to a state-wide campaign, and then to advocate for remedy in legislative and international fora. However, the project has the potential to develop exponentially. The grantees involved are stable and experienced practitioners, and the foundation itself is expert and invested. All parties are eager to serve as a laboratory for testing the resonance of this issue at international financial institutions and UN bodies such as the ESCHR and UN Habitat. The project also taps into and tests questions in the sphere of public governance through the use of technology and data, where Transparency International-Georgia has already made some strides, and the Information Program will seek to connect this project with others in the field. The challenge to this project will be to maintain connections between the day-to-day operations of data collection and casework and a larger advocacy arc. At the World Urban Forum 6, held in Naples in September 2012, it was clear that the issue of security of tenure is achieving global recognition as a human rights and accountability issue, and connecting this project to those policy goals will be one of the goals of the matching funds between the local foundation and network programs involved. We recommend supporting in full at \$43,975.

Public Association for Assistance to Free Economy

Property Right is Inviolable!, 7/1/2013-6/30/2014

Organizational budget: \$370,429

Awarded amount: \$35,820

Recommender: Magda Adamowicz

Organization Description

Public Association for Assistance to Free Economy (the Association) was established by economist Zohrab Ismailov in 2004 and registered with the Ministry of Justice in 2006. The Association's mission is to provide economic freedom and better governance through advocacy focusing on free trade, economic migration, property rights, economic diversification, and governmental transparency and accountability.

The Association is based in Baku, with five permanent staff, including the director Zohrab Ismailov, a lawyer, an accountant and two assistants. In addition, depending on the volume of projects the Association undertakes, three experts and six lawyers are hired part-time through service contracts.

The group is registered as a Public Union, which is the equivalent of a non-governmental organization under Azerbaijani law. It has an assembly of eleven members that meet once a year, to discuss the organization's strategic priorities and elect the five-member Board for two years. The Board meets quarterly to discuss the strategic planning and financial status of the organization. Currently, the Board members offer various expertise in law, economics and journalism. Some of the Board members are occasionally involved in the implementation of the Association's projects.

Within the last three years the Association has emerged as a main expert on property rights in Azerbaijan, mainly due to the socioeconomic consequences of mass evictions in the capital, Baku. The group has produced reports on the issue and provided free legal aid to owners of apartments around the Flag Square resulting in 20 ongoing court cases. Flag Square is one of eight large scale sites that were appropriated for demolition in Baku over the past three years. The square hosts a

pole over 160 meters high, with a flag measuring 70 by 35 meters. The pole had been confirmed as the world's tallest flag pole by the Guinness World Book of Records, until being overtaken by the Dushanbe flagpole in Tajikistan. Its development was intensified shortly after Azerbaijan won the Eurovision Song Contest in 2011 and became the Contest's host for 2012. It was decided that the main concert hall, Crystal Hall, was to be built on the Square's premises. Baku city authorities made a decision to demolish houses on the streets adjoining the Square, so that they do not block the view and the magnitude of the Flag pole. As the government does not provide any statistics on demolitions, the Association became the only reliable source of information regarding this issue, mostly on Flag Square but also on other large scale demolitions that were carried out throughout the city. Zohrab Ismailov has been a vocal critic of these mass demolitions related to the Eurovision Song Contest, as well as the "beautification" plans being carried out in the city center.

The main challenge of the group is security, which is a common problem for most civil society organizations in Azerbaijan. It is especially dangerous for the group due to the political nature of the information collected, and possible repercussions for lawyers taking part in litigation against the state. There are also further risks involved should the group be successful in raising the issue of mass demolitions in Baku on the international forum.

The Association actively uses new technology in their work, making use of Google maps and other crowdsourcing tools to mark demolitions and new urban development. The group has a web site and uses Facebook to disseminate its materials - their Facebook page has almost 2,000 followers. Materials published by the group are of high professional value, often supported by advocacy videos or interactive maps. Many international groups, such as Human Rights Watch or the International Partnership Group for Azerbaijan, rely heavily on information produced by the Association.

The total organizational budget planned for 2013 is \$161,981. If the group receives funding from the local representation of the European Union, the budget will increase to \$370,429. Currently, the group's main donors are the National Endowment for Democracy, Eurasia Partnership Foundation, Oxfam and US, UK and Norwegian Embassies. In 2010 and 2011 the Association received grants from the Revenue Watch Institute for an economic diversification project, where they assessed the situation of the economy in Azerbaijan and Kazakhstan.

Project Description

The Association seeks funding for a 12-month project to advocate at both the domestic and international level for effective protection of property rights in Azerbaijan. As their litigation on the local level, a project that OSF has supported last year, did not bring the foreseen results, they will be selecting up to five strategic cases to take to the European Court of Human Rights.

In the past three years, Baku has implemented a process called "beautification of the city center", which involves creating parks, communication hubs, new public spaces, concert and exhibition halls, and stadiums, all for the purpose of serving the public interest of Azerbaijanis. Large revenues from Azerbaijan's oil boom make it possible to implement these ambitious and expensive projects, that have negatively resulted in mass evictions in the city center on an unprecedented scale. There are no official statistics regarding state expropriation, however, according to the Association, in the past three years there were at least 4,000 documented cases of forceful demolitions of houses and apartments in Baku alone. For example, several streets with 2,524 buildings have been leveled for the creation of a winter park, a pet project of President Aliyev's wife. One building near Flag Square, where the Association provided legal services to the owners of the apartments, hosted 281 families. They were only given a few weeks' notice and forced to leave their homes. Those who were reluctant to reallocate far away from the city center, accept alternative housing or accept compensation below the market value of their property, had their water and electricity discontinued. Often destruction of the buildings started while the inhabitants were in their houses. In 2015, Baku will host the first edition of a new sporting event for athletes from all over Europe, the European Games, and the government has ambitious plans to build advanced sport arenas in the center of the city, which would mean further evictions and demolitions.

Therefore, the applicant argues it is important to address the issue of property rights and state's power to expropriate private property. The applicant states that the main reasons behind the violation of the right to property are similar to other human rights violations in the country, for example a general inability to ensure rule of law and provide for remedies before national courts. In several cases that the Association took last year with OSF support, the Baku court actually ruled to halt demolitions until it could clarify the legal background for it. However, all demolitions continued regardless of the court's ruling. In addition, the lack of adequate compensation, lack of citizen's participation in decision making processes regarding urban planning, and lack of appropriate legislation that would set up specific rules for property expropriation are further challenges to property rights in Azerbaijan. According to Azerbaijani law, the State can only seize or purchase property if it is planning to build a new road, railway or military building. Additionally, a Presidential Decree states that the owners should receive payments that are 20% more than the market price for their property in the event it is expropriated. The majority of recent evictions in the center of Baku fail to meet these criteria, and therefore as the Association claims, the demolitions are illegal and expose the corrupt ruling style of the Azerbaijani authorities.

The Association believes that the best way to address this problem is through advocacy, reinforced by litigation work. The project will be a culmination of their previous work, supported by the National endowment for Democracy, British Embassy and partially by OSF, as it proposes intensive advocacy based on various research projects conducted in the past three years. The group will provide policy makers with an advocacy package for legislative and policy change related to property rights. The package will include a summary of the international standards on property rights, as well as policy briefs with detailed recommendations to regulate future instances of eminent domain and introduce transparent processes of urban planning. The Association wants to engage with parliamentarians and state agencies to encourage further discussions in the field of property rights, and promote its recommendations. This advocacy work will also include cooperation with media and other civil society activists, through workshops, short advocacy films and articles, to boost discussion on property rights topics and increase the visibility of this issue in media. On the international level, the group plans three international advocacy trips to the Human Rights Council (Geneva), Human Rights Dimension of the Organization for Security and Cooperation in Europe (Warsaw) and the Winter Session of the Parliamentary Assembly of the Council of Europe (Strasbourg), in order to advocate for the prevention of further illegal expropriations.

Through the litigation component of the project, the Association will address the illegality of the demolitions, lack of remedies and inadequate compensation to their victims. At the moment, the Association has over 20 cases in the local courts, but so far has not achieved an increase in compensation to the owners or statements on the illegality of the demolitions. The Association plans to send up to five cases to the European Court for Human Rights. The Association hopes that positive decisions by the European Court will provide immediate financial compensation to the victims and also impact the current practice in local Azerbaijani courts and reinforce their advocacy work with policy makers. This part of the project builds on previous OSF support in 2012, when the Association was given funds for providing legal aid to inhabitants of a block of apartments around Flag Square and the demolitions related to the Eurovision Song Contest. It will continue beyond the framework of the proposed project, since litigation in the European Court will most probably not conclude within one year.

About 40% of the requested budget will go against salaries of three staff, another 30% for experts and lawyers, and the remaining funds for preparing publications and media materials for advocacy activities. A separate grant from the National Endowment for Democracy will provide complementary funding for the legal aid component of the project, as well as for organizing a national forum on property rights. Pending an application by the group for European Union funds, this would allow the group to extend their property rights related work outside of Baku, establish a hot line for property rights related requests, and together with two international partners, develop a professional portal on property rights and a long term advocacy plan.

Rationale For Funding

Azerbaijan, a former Republic of the Soviet Union, regained independence in 1991 to fall immediately under power of the Aliyev family through former Soviet leader Heydar Aliyev and since 2003 his son Ilham Aliyev. Although the country is a member of the Council of Europe, its human rights record has been deteriorating, especially in areas such as freedom of expression, association, assembly as well as property rights. In 2012, Azerbaijan was placed 102 out of 129 countries in the International Property Index prepared by the Property Rights Alliance. Among countries such as Albania, Libya, Peru, and Kazakhstan, Azerbaijan is one of the poorest ranked countries in the world in providing adequate property rights to its citizens. The index looked into the legal framework and practice of this right, concerning both physical and intellectual property. Azerbaijan's position within the index only confirms the fragile state of property rights in the country, where the abuse of the State's authority to use eminent domain for the public good is so widespread. Mass forced evictions were done without any public consultation, which also highlights a lack of communication between the State and its citizens, and represents the broad issue of administration of justice, governmental transparency and participation of citizens in decision making processes.

Thus, this project has a much broader meaning than the protection of property rights as it touches upon Azerbaijani authorities' commitment to human rights, general ineffectiveness of the judicial system, as well as the government's engagement in economic development that is not respectful to the rights of its citizens. There is a window of opportunity for improving the legal framework and practice in the area of property rights in Azerbaijan, both through domestic and European Court litigation. In the domestic context, recently the State Committee for Property Affairs, with support from the World Bank, announced a call for international consultants to develop an appropriate strategy for land and ownership reform and urban planning in Baku. The Association plans to work with these consultants to push for recommendations it has prepared so that the changes reflect the local as well as broader human rights context.

European Court litigation seems to be of a strategic value. So far the Court has not dealt with cases of mass evictions and demolitions in any of the former Soviet Union countries. Similar dubious state claims to promote "public good" were raised in a recent case on Roma settlements on municipal land in Bulgaria where the Court stressed state responsibility to assess the necessity of the demolitions, as well as the effects of interference an eviction will have on the right to private and family life as deciding factors against the government of Bulgaria. Otherwise, until now the Court has been very careful to interpret the notion of public interest, often adopting a "margin of appreciation", stating that domestic authorities have a better knowledge of their society and its needs, and therefore are better placed to establish what the public interest is. The Association wants to push the Court further in testing the boundaries of expropriation of private property for state needs and to bring at least five strategic cases. The cases will also hopefully bring immediate compensation for the victims, and result in a clear statement by the Court on the illegality of the demolitions.

However, the proposal raises concern that the Association has not sufficiently formulated strategic goals for the five cases that it wants to pursue through the European Court litigation. We would like to engage with them in more detailed discussion on that during the grant period.

Despite that, we believe the proposal has great potential since it represents issues that are valid not only for Azerbaijan and for the problems with eminent domain, but also because it deals with the broader issues of the administration of justice, transparency of governmental decision making and participation of citizens in decision making process concerning their property. Thus, the overall goal of the project intersects the Human Rights Initiative's government transparency work as well as planned citizens' participation work. All these issues are valid not only for Azerbaijan but also for other countries in transition, especially neighboring Georgia and Armenia. We believe the group is well placed to conduct advocacy, as it builds on its previous work in this field. It is also well positioned to conduct litigation as its lawyers have been working in this area for the last three years and the European Court's case law does not yet tackle the issue of mass expropriation of private property in the Caucasus. In addition, both Dan Sershan and Michael Hall endorse this request. Therefore, we would like to recommend full support of 35,820 USD for a 12-month project.

Reactor – Research in Action**Public Spaces in Skopje, 6/1/2013-5/31/2014**

Organization budget: \$ 177,052

Awarded amount: \$25,000

Recommender: Elizabeth Eagen

Organization Description**Sustainability**

Reactor is a small but influential think tank based in Skopje, Macedonia. The organization has received multiple years of core funding from the Think Tank Fund of the Open Society Foundations, which assesses it as a stable group of high integrity and effectiveness. The organization has also received a small grant from the joint Information Program-Think Tank Fund call from 2012, and managed and reported on it clearly and honestly. In terms of management, the group is managed by consensus among its three key actors, and seems to be well-run and efficient at making decisions. Tanja Maleska, the project lead, is a personable and collaborative thinker.

Partnerships and Budgetary Considerations

Reactor seeks project funding to continue work it started under the joint IP-Think Tank Fund call for proposals. It has secured \$40,000 in co-funding for this project. The project will proceed in collaboration with studio Arhitektri, the partner in the previous year. Reactor has received core funding from the Think Tank Fund until the end of 2013, for \$51,000.

Reputation and Web Presence

Reactor has an extensive web presence, and following the previous project, has hired a full-time developer and begun using data visualization. The group is receiving attention for the project, and the group recently spoke at New York University's Wagner Innovations in International Development.

Project Description**Context and Background**

The re-development and modernization of Skopje, Macedonia is happening rapidly. Concerned that city planning is conducted largely in technical language between government agencies and property owners and developers, Reactor sought funding from OSF in 2012 to bring high-level analysis of the issues related to the city's urban planning process into a true public discussion on the process and outcome of urban planning. City plans are presented for consultation with the public, but they are often in highly technical language that inhibits public understanding. Reactor conducted a pilot project to "translate" data on the growth of the city via an interactive website, and to explain the debates and problems surrounding this city planning process. The current project seeks funding to continue this work promoting transparency in the urban planning process in Skopje, by increasing access to comprehensive information on urban planning, engaging citizens by promoting discussion on local issues, and leveraging public interest to improve policies for citizen involvement in urban planning.

Objectives and Goals

The project will seek to engage citizens and municipal authorities to engage in a participatory urban planning process.

Reactor will:

1. Use ICT to provide comprehensive yet accessible information about urban planning in Skopje, and improve knowledge on urban development of Skopje in targeted areas and issues;
2. Engage citizens in local democracy by providing enabling environment to discuss local issues, problems and priorities and suggest recommendations and solutions for urban development, which can easily be adopted by the municipalities; and
3. Improve local policies for citizens' involvement in the urban planning process.

Activities

The core activity is to promote and update the web resource developed under the previous project, expanding the monitoring to three new areas of Skopje, and to leverage popularity and widespread knowledge of the site into a more open process for urban planning in the country. Reactor will collect data for the site both from official sources and from its own research. Official data on the plan from the city government, the audit bureau, state statistical office, and Ministry of Urbanism and Environment, will be compared with information from the Faculty of Architecture at a local university and the group's own collected field data. Reactor will add a component to the site that seeks to enhance audience interaction, and will promote the site via social media. The project will seek to bring ordinary citizens to use the legal framework designated to include them in the planning process and to voice their opinions.

Indicators of Success

Reactor will count as a success both the use of the site and platform, and the visible inclusion of citizens in the urban planning process as it expands into these new regions of Skopje. The group also seeks to have municipalities take ownership of the website and become the mechanism for local authorities to use in developing their own urban plans. Finally, Reactor also seeks to promote the collaboration model (between itself as an NGO and the architecture firm it partners with, Arhitektri) as one that can be replicated in other locations in Macedonia and in other countries, and will pursue public outreach on the model as well as on the site.

Rationale for Funding

As Reactor reports, the legislation is in place to bring citizens to the development table. However, during the discussion of the General Urban Plan of Skopje 2012-2022, public debates were held at an expert level that excluded citizens both in their technical nature and in the time frame and length of documents presented for consideration. Reactor seeks to address this through its collaboration with architects and transmission of urban planning data. The group's presentation, reporting, and analysis present an interesting mixture of both short and long-term goals – it is focused on the immediate problems presented by overdevelopment and lack of public participation in Skopje's development, but also sees and argues for the project's principles of urban development and partnership in a much more macro sense. Reactor is an example of a think tank that has embraced technology and data-management tools as a vehicle to its success. The group presented an interesting insight in its process when, in a staff interview earlier this year, Maleska noted how they came to hire a technology provider in the organization – and that the group felt the positive results of an in-house technologist almost immediately.

As the organization notes, the project is data-heavy and requires a commitment to large-scale data collection and processing. This presents the biggest hurdle to the project's completion, but it is surmountable and the group has proven its effectiveness in the previous year. The project coincides with the Information Program's interest in understanding how bringing difficult but high-value data sets to the larger networked public can enhance a more abstract policy campaign. Reactor is dedicated to making an approach both to specialist audiences – the municipal government and urban development communities – and to generating interest among citizens who will be affected by the decisions made. By seeking to develop a connection between data translated for public understanding, and to open up municipal planning procedures, Reactor is promoting data design for advocacy in such a way that it can create momentum for public participation. I recommend funding the proposal with \$25,000.

Association Green Alternative

Advocacy for Social and Environmental Justice During the State Property Privatization, 8/1/2011-10/30/2012

Organization budget: \$512,244

Awarded amount: \$70,252.00

Recommender: Elizabeth Eagen

Organization Description

The purpose of the grant is to provide support to Association Green Alternative for targeting problems it has identified in the mechanisms controlling privatization in Georgia. Green Alternative will continue the monitoring process in post-privatization enterprises; promote public access and participation through reports, particularly alternative reports to the Aarhus Convention; litigation; media coverage; and working with various areas of government, such as the Ombudsman, political parties, and the Parliamentary Committee on Environmental Protection. Green Alternative will press for the release of large-scale assets' privatization agreements, and expects several of these to emerge as strategic cases. In monitoring post-privatization enterprises, it will look at the operations of mining activities and hydropower plants, as well as the water and sewage systems of three cities to test compliance with laws and regulations, environmental permits, and the privatization conditions of documents made public on these sales, expanding monitoring if further documents are declassified. The organization will continue to push for better web presence and will seek to use new media tactics to monitor and report on its findings.