

WITNESS

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WITNESS PERFORMANCE DASHBOARD

**Fiscal Mid-Year 2010
July 2009 – December 2009***

*Fiscal Year Ends June 30, 2010

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WITNESS uses video to open the eyes of the world to human rights violations. WITNESS empowers people to transform personal stories of abuse into powerful tools for justice, promoting public engagement and policy change.

HUMAN RIGHTS VIDEO CAMPAIGNS – HIGHLIGHTS

SPOTLIGHT ON ELDER ABUSE

Vicki Bastion, 92, became a prisoner in her own home. After her grandson moved in with her, he started allowing drug dealing and other gang activity to take place in her home. Fearing for her safety but questioning how to confront her grandson, Vicki resorted to installing an iron security gate on her bedroom door to protect herself and her few belongings. Unfortunately, Vicki's story is not unique. Every year millions of older Americans are beaten, neglected or exploited. To end America's collective denial of this widespread yet hidden crisis, WITNESS partnered with the National Council on Aging (NCOA), one of the country's leading elder rights organizations.



Vicki Bastion, elder abuse survivor



Elder rights advocates participating in video training

Elder rights advocates across the US captured over 100 video testimonials after participating in an intensive training program conducted by WITNESS and NCOA. Some of these stories were then featured in the campaign's core video, *An Age for Justice, Confronting Elder Abuse in America* – which makes a compelling argument for the passage of the Elder Justice Act (EJA). When passed, the EJA will be the first comprehensive legislation to protect older Americans from abuse.

We ended 2009 by bringing *An Age for Justice* and the voices of elders and people who care about elders to the halls of Congress. At the film's premier on October 19th, 2009 at a briefing on Capitol Hill, Kerry Ann Watkins, the staffer for the bill's sponsor stated, "[The video] really enables us to put a face on [elder abuse] immediately... I think the direct contact between handing the videos to the Congressmen will really start to give us more traction."

SPOTLIGHT ON VIOLENCE AGAINST WOMEN

In **Macedonia**, a campaign by Healthy Options Project Skopje (HOPS) targets law enforcement officials to end violence against sex workers committed by police and other parties. Our recently released video, *You Must Know About Me*, was screened in front of the highest officials from the Ministry of Interior and chiefs of police, generating groundbreaking debate about how to afford adequate protection to sex workers. As a result, the video is now included in the 2010 training program, "Macedonia Without Discrimination," for judiciary and police officers. The video is also used in campaigns throughout Central/Eastern Europe and Central Asia to challenge the stigma and marginalization of sex workers.

In **Mexico**, Comisión Mexicana de Defensa y Promoción de los Derechos Humanos seeks justice and an end to femicide that has claimed the lives of over 450 girls and young women in Ciudad Juárez and Chihuahua. The film we co-produced, *Dual Injustice*, tells an emblematic story of 19-year old Neyra Azucena Cervantes who disappeared on her way home from school in 2003. Her cousin, David Meza, was tortured into falsely confessing to her murder and served three years in prison before an international campaign with WITNESS resulted in his release in 2006. In March 2009,

Peter Gabriel, along with actors Diego Luna and Saúl Hernández, and Neyra's mother Patricia Cervantes, hand-delivered thousands of signed petitions to Mexico's President Calderón asking for his help. They left with firm commitments for action – a historical moment. Since the meeting, Comisión Mexicana has been meeting with government officials who are reviewing the status of the cases and studying recommended policies related to ending femicide.

In **Yemen**, WITNESS is working with Sisters Arab Forum (SAF) to advocate for the rights of Akhdam women who face "doubled violence" – political, economic and social marginalization on account of their skin color, gender and historical role in Yemeni society. SAF seeks the passage, implementation and enforcement of a law criminalizing abuses and discrimination against Akhdam women. They are also targeting civil society and the media to raise awareness and change perceptions around Akhdam women. The video, *Breaking the Silence*, was screened in Yemen on July 17, 2009, the International Day of Justice, with members of the Yemeni Parliament, journalists and civil society members. It was later screened in Amman, Jordan at Salma network, a leading women's rights network, since the government of Yemen has banned entry of copies of the video into the country, arguing that the video endangers national security and national unity. SAF and WITNESS are working to have the ban withdrawn.

In **Zimbabwe**, political violence erupted throughout the country as a result of highly contested national elections in 2008. Between May and July alone, local organizations estimate that state-sanctioned groups abducted, raped, tortured, and beat over 2,000 women and girls due to their political affiliations. Local police have ignored these women's pleas for protection, justice and accountability, and national leaders have been equally unresponsive. *Hear Us: Women Affected by Political Violence in Zimbabwe Speak Out*, a video co-produced by Zimbabwe's Research and Advocacy Unit (RAU) and WITNESS, features four of these women who have come forward to demand justice from the Zimbabwean government and a regional body, the Southern African Development Community (SADC). Although Zimbabwe has signed the SADC Gender and Development Protocol, the government has not respected its commitments. The video was screened to key South African officials, just before they headed to the Summit in Kinshasa (at the time, South Africa was the chair of SADC). RAU's open letter was published in key newspapers and the major online news website in the DRC, and aired on two TV channels in Johannesburg accompanied by live interviews with Memory (survivor featured in the video) and Kudakwashe (RAU staff). The video was also screened before two thematic committees of the Zimbabwe Senate.



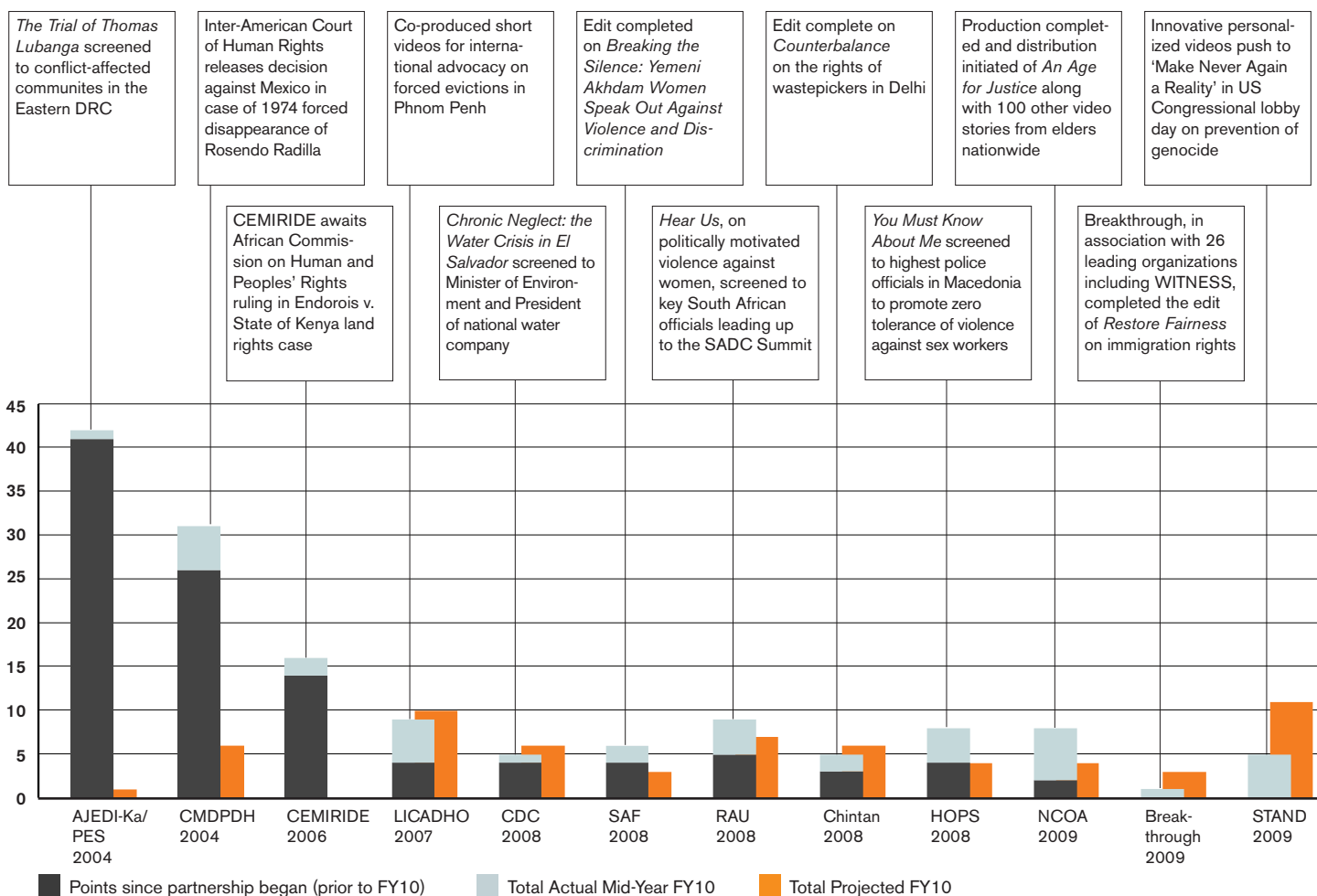
Video still from *Breaking the Silence*, Yemen



Video still from *Hear Us: Zimbabwean Women Affected by Political Violence Speak Out*

This campaign also generated solid online traction. The campaign's central landing page on the Hub (<http://hub.witness.org/en/HearUsStandWithUs>) was viewed more than 11,000 times and attracted wide-reaching support from around the world in just under one month, including: 1,700 petition signatures; over 1,100 views on YouTube; and messages of support from many Africa-based networks including Union Congolaise de Femmes and Sokwanele among others. The campaign produced a total of 11 videos and 4 blog posts on the Hub.

CORE PARTNERS: PROGRESS OVER TIME



Points indicated are calculated for completed activities (outputs) and results (outcomes and impact). WITNESS generates these figures based on review with Core Partners of results compared to goals identified in the Video Action Plan, and discussions with other allies to get a clear sense of the perceived role of video advocacy in the campaign. Dates indicate when partnership commenced.

	ACTIVITY OR RESULT	POINTS
OUTPUT	Initial partnership training including technical and strategic orientation completed	1
	Video Action Plan (VAP) completed	1
	Follow-up training completed (occurs only where necessary)	1
	All production/filming completed in preparation for an edit on video related to VAP goals	1
	VAP-specific edit completed and video produced; or substantial VAP-specific re-versioning of video	1
	Targeted distribution to audiences identified in VAP largely completed	1
OUTCOME	Environment for desired VAP outcome created, or policy or legislative precursors to outcome generated if a plausible relationship connects it to WITNESS and the partner's video advocacy activities	2
	VAP goal achieved – defined as an achievement of benchmarks agreed upon with Core Partner, and in each case only if a plausible relationship connects it to WITNESS and the partner's video advocacy activities. Partners may identify multiple goals in their VAPs. Video Action Plan goals can include: <ul style="list-style-type: none"> ● Issue creation/agenda-setting with target audiences ● Influence on the way an issue is discussed by targeted audiences, or the attitudes they express ● Influence on policy of targeted audiences ● Influence on behavior or practices of targeted audiences ● Achievement of intended level of capacity-building in either editing/production capacity or video advocacy capacity within partner organization. (Note: this is not a core VAP objective in all partnerships and when assessing capacity-building we consider whether capacity is built in an organization rather than just amongst a few individuals) 	3 (per VAP goal)
	Negative outcome directly contrary to VAP goal, if a plausible relationship connects it to WITNESS and the partner's video advocacy activities	-3 (per VAP goal)
	Underlying desired impact achieved, if a plausible relationship connects it to WITNESS and the partner's video advocacy activities, e.g. on a project to reduce the widespread use of child soldiers this 'impact' measure would analyze whether the usage of child soldiers has been reduced	4

ADVOCATING FOR THE RIGHTS OF URBAN POOR IN DELHI



These photos were taken in Delhi where WITNESS has partnered to produce the film *Counterbalance* with Chintan, an organization working on the rights of wastepickers in the city. The campaign with *Counterbalance* allows wastepickers, or waste recyclers — people whose work remains largely undocumented and unrecognized — to tell their stories of survival and abuse, and to continue their fight for basic human rights.

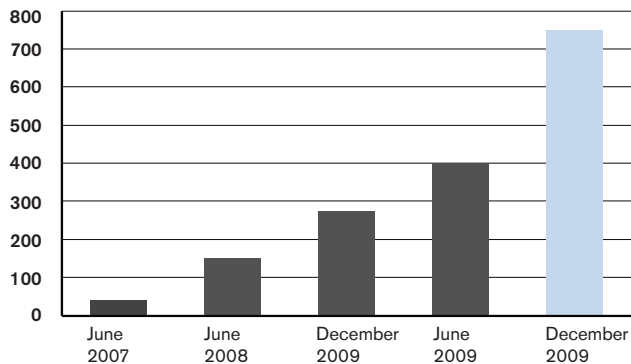
Wastepickers are often near the lowest rung, economically and socially, of Indian society, and the work often involves entire families. Wastepickers include children as young as six years of age, working

up to 12 hours a day to help their families earn \$3-\$6/day. The estimated 150,000 waste recyclers in Delhi are the primary recycling force in the city. This campaign aims to pressure a municipality in Delhi to include the lives and livelihoods of wastepickers in the city's development initiatives. It also advocates for wastepickers to become the official collectors of door-to-door waste in Delhi to ensure security, stability and dignity in their work.

Photo credits: (clockwise from the top) Ashina Sagar and Suresh from Chintan during video training, photo by Ted Mathys; Chintan interviewing waste recyclers, photo by Mackenzie Berg; Waste recyclers working as door-to-door collectors, photo by Chintan; Waste recyclers in Seemapuri providing feedback on *Counterbalance*, photo by Chintan

MEDIA ARCHIVE – HIGHLIGHTS

HOURS OF DIGITIZED VIDEO



WITNESS MEDIA ARCHIVE SNAPSHOT

- **4000+** hours of video from 90+ countries
- **5000+** unique video titles
- **100+** WITNESS productions
- **11,000+** photographs and stills

BUILDING A TWITTER COMMUNITY – A CASE STUDY

At the beginning of July 2009, WITNESS had around 900 Twitter followers. Six months later, WITNESS had over 213,000 followers. This case study highlights WITNESS' strategy to grow its Twitter community which was built on three steps: **Listen. Share. Engage.**

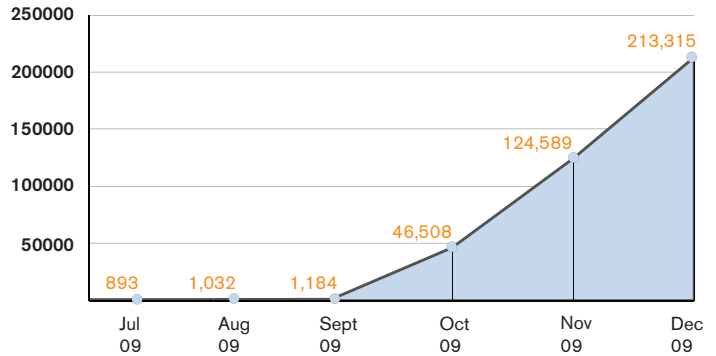
Listen. Listening required learning to utilize the Twitter application tools and reading the feeds of other non-profits to gauge the audience seeking to follow NGOs. Listening to this audience influenced a change in our editorial strategy on Twitter. Observations that other non-profits viewed WITNESS as a source of knowledge in video and online technologies informed the direction of our tweets.

Share. Twitter's tools combined with our editorial redirection led us to the next step, sharing. Sharing consisted of reaching out and following other organizations using Twitter that focused on tweeting about video, online technologies and the growth of social media/networking trends pertaining to non-profits in addition to WITNESS human rights issues/campaigns/events. Once we started following other organizations with similar goals, we proceeded to share information via Twitter tools like retweeting, hashtags and using mentions.

Engage. In the last step of building our Twitter community, engagement was key. Engaging with other organizations, activists and followers who use Twitter played a large role in growing and keeping followers. Engagement constituted replying and communicating with the community via Twitter tools in conjunction with the sharing of information.

Utilizing this strategy, we were able to grow our Twitter community by 400% with continual growth (see graph below). We are now using this strategy and our Twitter account to help further build out WITNESS' other online communities.

TWITTER GRAPH DISPLAYING GROWTH JULY TO DECEMBER 2009



WITNESS – NEW STRATEGIC VISION

During this period, WITNESS completed its strategic planning cycle to chart the organization's future in a rapidly changing landscape. The strategic planning process enabled us to review the new trends and opportunities in the field, solicit feedback from multiple stakeholders, map out the needs of the human rights community we serve, and identify our key organizational strengths. What we learned from the process is that while video is becoming more widespread, it is nowhere close to realizing its potential as a tool for human rights. The use of video in a strategic, directed, and impact-driven way remains under-utilized by human rights groups and citizen networks worldwide.

There are three strands to WITNESS' new vision: **campaigning, training and leadership.**

Direction #1: Build upon WITNESS' successful campaign methodology by adding a networked approach, working with groups of inter-related organizations or networks on two broad human rights issues with shared and/or interconnected goals. Within each issue area, we will develop multiple uses of video so that citizen documentation, advocacy videos produced by human rights defenders, and other forms of media contribute to the overall impact of a campaign. WITNESS will also continue to partner with individual organizations (our current Core Partner model) to meet the ongoing needs of local human rights groups and in recognition that a number of issues do not lend themselves to the networked model. With all campaigns, we will diversify our strategy to engage activists and audiences where they are already online (i.e., social networking and video sharing sites). At the same time, we will continue to identify the best ways to use video in more established advocacy strategies, and to integrate online and offline to optimize results.

Direction #2: Shift to a more scalable model for training and knowledge sharing to meet the growing need for better skills, tools and methodologies among human rights groups and citizen activists. The goal is to create, share and exchange flexible training tools and tactics with others participating in video-for-change to meet the needs of a fast-changing field. It will include an expanded focus on online training (such as an online toolkit for anyone to develop a video advocacy strategy), training-of-trainers, and knowledge sharing within networks. By using online platforms to build the video advocacy skills of multiple audiences, and by creating opportunities for peer-to-peer learning, WITNESS will expand its reach exponentially and strengthen the movement's capacity to use video strategically.

Direction #3: Position WITNESS as a thought leader in influencing policy and the wider field around the safe, ethical and effective use of video for change. WITNESS occupies a unique position at the intersection of human rights, media and technology. We have an opportunity to become more of a leader and voice of influence in creating a more conducive environment for impactful video – changing norms, policies and practices, and promoting effective solutions across disparate sectors. Critical issues include safety and security in the use of video, ethical questions raised by the widespread capacity to shoot and circulate human rights video, questions around authenticity and the preservation of evidence, and the need for effective documentation around the use of video in advocacy.

Satter Foundation, Skoll Foundation for Social Entrepreneurship, Surdna Foundation, U.S. Human Rights Fund, Vital Projects Fund, and Zennström Philanthropies.



Cyndi Lauper performing at WITNESS' Annual Focus for Change Benefit 2009 NYC
photo: Katie Glicksberg



WITNESS gala Co-Hosts Peter Gabriel, Christiane Amanpour and Susan Sarandon
photo: Katie Glicksberg

WHAT PEOPLE ARE SAYING ABOUT WITNESS' NEW VISION

"Thanks for this paper, which is extremely interesting and reflects the quality process you oversaw. I am pleased to see the focus on campaigning, the multiplier strategy linking to networks, the decision to focus and prioritise a number of themes, and yet the intention to maintain some direct support for smaller partners... The training and leadership elements are also welcome."

– *Colm O'Cuachain, Senior Director of Campaigns, Amnesty International*

"Thank you very much for this extremely interesting document. I am impressed by the conclusions you have drawn and where you want to go... The networked model sounds like you will learn a lot about a process that everyone is recommending but about which we don't have much data."

– *Pat Aufderheide, Professor and Director, Center for Social Media, School of Communication, American University*

"I'm really happy to see point #3 – I do think that more and more leadership is needed in examining the ethical/legitimacy/security issues that arise from the ubiquity of technology, and particularly video, given that it is among the most immediate and potentially invasive."

– *Janet Haven, Program Manager, Information Program, Open Society Institute*

"I love the three new directions around campaigning, training and leadership. I think in particular the network aspect of your insights/new strategic directions is spot on..."

– *Marc Mathieu, founder, BeDo*

INSTITUTIONAL CAPACITY – HIGHLIGHTS

- WITNESS continues to focus on reaching its \$4.8 million revenue goal for FY10 while maintaining strict oversight on expenditures. The revenue goal represents a 15% increase over FY09 results, excluding the prior year's one-time portfolio losses. WITNESS anticipates that it will meet all operating expenses this year. As of December FY10 WITNESS had reached 85% of its annual revenue goal.
- WITNESS has received grants from over 20 foundations for a total of just under \$2 million towards our \$2.18 million goal. To date, foundation support includes an anonymous donor advised fund, Jacob & Hilda Blaustein Foundation, Buffin Foundation, Fledgling Fund, Grassroots International, David & Barbara B. Hirschhorn Foundation, HIVOS, Libra Foundation, Mailman Foundation, Nduna Foundation, Not On Our Watch, Oak Foundation, Omidyar Network, Open Society Institute, Overbrook Foundation, Joan & Lewis Platt Foundation,

- WITNESS' Fifth [Annual Focus for Change Benefit Dinner and Concert](#) was held at Roseland Ballroom in NYC on November 11, 2009. The line-up was impressive, with Christiane Amanpour and Susan Sarandon joining Peter Gabriel as co-hosts addressing WITNESS' work using video as a tool to end violence against women. Yungchen Lhamo, Cyndi Lauper and Citizen Cope rounded out the evening with musical performances. Joining them on the stage was the Chair of the Host Committee and WITNESS Board member, Amy Robbins, as well as Kudakwashe Chitsike from the Research and Advocacy Unit (RAU) in Zimbabwe. Simon de Pury, Chairman of Phillips de Pury & Company, was the evening's auctioneer. With the leadership of the evening's Host Committee, WITNESS secured \$617,897 to support its work, exceeding the goal for the event. Approximately 500 people were in attendance. The morning of the gala, JWT hosted an invitation-only press cultivation event that focused on WITNESS' women's rights campaigns in Zimbabwe and the Democratic Republic of Congo.
- On the eve of the Focus for Change Benefit Dinner and Concert, Amy Robbins and Peter Gabriel hosted an intimate cocktail party for key supporters at Glass Houses in the Chelsea Arts Tower, with food by renowned Chef Olivier Cheng and a special solo performance by Peter himself.
- In November, WITNESS announced a new program, the WITNESS [Changemaker Network](#), to build a base of major donors beginning at \$1,000 to \$10,000 and to supplement the contributions of major donors and champions already involved at higher levels.
- On October 19th, WITNESS hosted an evening with key entrepreneurs and innovators in San Francisco to talk about human rights values, specifically safety and security as related to the use of video online to document and create change.
- On July 25th, Peter Gabriel performed a special benefit concert for WITNESS at the World of Music and Dance (WOMAD) Festival in Charlton Park, UK. The concert was his only scheduled performance in Europe for 2009 and drew thousands of people and media attention from BBC News and music outlets online and offline. Peter dedicated the song *Biko* to the late Natalia Estemirova, our partner from Memorial in Russia who was brutally murdered on July 15.



World of Music and Dance Festival, July 2009



Yvette Alberdingk Thijm, Peter Gabriel, and Kudakwashe Chitsike at WITNESS press breakfast
photo: Katie Glicksberg

New Additions

- In November 2009, the WITNESS Board gained one new member, Zainab Salbi, an activist, social entrepreneur, and Founder and CEO of Women for Women International. Zainab is the author of *Between Two Worlds: Escape from Tyranny: Growing Up in the Shadow of Saddam*, an account of life within Iraq's elite society and the hold that Hussein had over her family.
- In December, WITNESS welcomed Isadora Carreras as its Individual Philanthropy Officer. Isadora brings eight years of fundraising experience, most recently as the Director of External Relations at the Higher Achievement Program in Washington, DC.