

WITNESS

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WITNESS PERFORMANCE DASHBOARD

**End-of-Year Report FY07
July 2006 – June 2007**

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

WITNESS Glossary

- **Artists Support www.witness.org:** a fine art print project by internationally-renowned visual artists that promotes awareness of the WITNESS website as a global meeting place for people interested in human rights
- **Core Partners:** 12-15 campaign-specific relationships with human rights organizations, each 1-3 years in length, designed to create visibility and impact using video
- **Peer Alliances:** relationships with action-oriented social justice media groups to share best practices and exchange services in training and using video for advocacy
- **Rights Alerts:** urgent on-line calls to action to raise awareness of human rights abuses and create change that include short videos, resources, and opportunities to take action
- **Seeding Video Advocacy:** short-term trainings to networks of human rights defenders; development of training materials and methods to 'seed' best practices in video advocacy as broadly as possible
- **The Hub:** a participatory website where anyone can upload and view human rights related media that can be used to create change (launching Fall 2007)
- **Video Advocacy Institute:** an immersive two-week training course on video advocacy for 25-30 human rights activists from around the world
- **"Video for Change: A Guide for Advocacy and Activism":** WITNESS' first book is available in Spanish, Russian, Turkish, French, Portuguese, Indonesian and Arabic (forthcoming) and for free download at www.witness.org

KRA and DARCI

WITNESS conducted an organization-wide analysis of the Key Results Areas (**KRA**) of our work from which we are seeking results. This document is organized around these five areas:

- (1) Generating Advocacy Impact
- (2) Training in Video Advocacy
- (3) Expanding Awareness and Engagement in Human Rights

- (4) Building an Accessible Human Rights Video Archive
- (5) Developing Institutional Capacity

We have also developed a structure called **DARCI** (an acronym for Decision, Accountable, Responsible, Consultant, Informed) to ensure that responsibility is clearly allocated among staff for all initiatives undertaken.

Generating Advocacy Impact

Working in collaboration with partners and allies to achieve concrete results in human rights campaigns



Highlights

Core Partner Campaigns

"Shoot on Sight," focusing on the ongoing military campaigns against Internally Displaced Persons (IDPs) in Burma, is **the only video ever screened in a plenary** at the Association of Southeast Asian Nations (ASEAN) Civil Society Parallel Forum. It also screened at a key Burma meeting in Indonesia, at the Inter-Parliamentary Union annual meeting, and at a well-attended Press Conference at the Foreign Correspondents' Club in Bangkok.

UN Security Council placed Burma on its permanent agenda following WITNESS and partner Burma Issues' participation in a concerted international campaign to highlight abuses, particularly in Eastern Burma, during the military junta's worst attacks on rural civilians in a decade. Over eighteen tapes of raw footage were gathered from inside Burma.

"Crying Sun" on the impact of war in the mountains of Chechnya screened at the **U.S. Capitol, State Department, and USAID**, and at various outreach and advocacy events in Washington, DC, Massachusetts, Connecticut, New Jersey, and New York.

Excerpts from **"Rights on the Line"** on vigilantes on the U.S.-Mexico border were screened at a hearing at the Arizona Statehouse during a vote on a bill aimed at outlawing any armed group not directly affiliated with law enforcement. The video showed aggressive action by members of the Minutemen Project and **sparked a four-hour discussion on border security and race** among the audience of State representatives, migrants' activists and Minuteman volunteers themselves.

"Living Proof," a video that advocates for alternatives to institutional confinement of Croats with intellectual disabilities, was **screened in the Croatian Parliament** for members of two crucial committees.

"Outlawed: Extraordinary Rendition, Torture and Disappearances in the 'War on Terror'" has been **screened at universities, institutions and film festivals across the globe**. Highlights include screenings at the Eminent Jurists Panel on Terrorism, Counter-Terrorism and Human Rights in Washington DC; the National Press Club in Washington DC; the UN Human Rights Council in Geneva; and over 200 house parties in more than 44 states organized by Amnesty International USA.

"Dual Injustice" was **part of the campaign kit included in the 16 Days of Violence Against Women Campaign** coordinated by several UN agencies and international organizations in November 2006.

An evidentiary video was admitted and screened in a hearing before the African Commission on Human and Peoples' Rights in the communication regarding land rights of the indigenous Endorois community in Kenya. This is the first time a video has been admitted before the Commission to provide direct and corroborative evidence of specific violations of the African Charter on Human and Peoples' Rights.

"Bound by Promises" on modern-day slavery in Brazil was screened before the State Commission to Eradicate Slave Labor and 70 CEOs of multinational corporations which produce and sell products that often involve slavery.

People Are Saying:

"Rights on the Line' showed me how I could get involved as a legal observer to help stop the civil rights abuses by armed militias styling themselves as citizen border guards on the U.S. Mexico border. I feel I made a real impact on people's lives, especially on one particular night in the desert when I was able to ensure that an exhausted migrant was not abused by a Minuteman."

– Tobias Pfitze, PhD candidate, New York University



Still from "Crying Sun"

New Core Partner Videos

“Bound by Promises: Contemporary Slavery in Rural Brazil” (CPT/CEJIL Brazil) tells the story of workers who are enslaved by landowners in Brazil.

“Crying Sun: The Impact of War in the Mountains of Chechnya” (Human Rights Center Memorial) focuses on the struggle of Chechens to preserve their cultural identity and traditions in the context of war.

“Dammed Lives” (Burma Issues and Karen River Watch) documents the Salween Dam project along the Thai-Burma border and how community groups are getting involved to try to stop the project.

“Equal Access: Integrated Education for Romani Children in Bulgaria” (Organization Drom) focuses on the right to quality education for Romani children in Bulgaria.

A project partnership with the Open Society Justice Initiative produced an **Evidentiary submission to the European Court of Human Rights** on the destruction of Roma houses in Kaliningrad, Russian Federation.

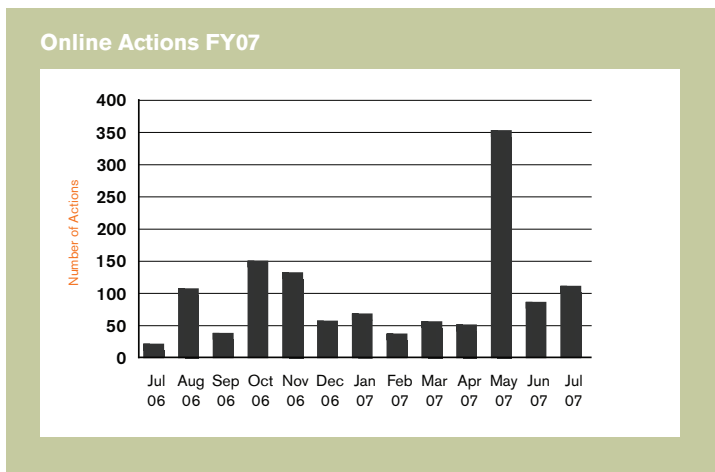
“‘Mama-Mama:’ Marginalized in Their Own Land, the Story of Papuan Women” (SKP-Jayapura) highlights the exclusion of poor women from economic opportunity in Papua, Indonesia.

“Rightful Place” (CEMIRIDE) focuses on Kenya’s indigenous Enderois community and its struggle to reclaim its ancestral land from the Kenyan government.

“Shoot on Sight: The Ongoing Military Junta Offensive Against Civilians in Eastern Burma” (Burma Issues) highlights the impact of ongoing military campaigns on IDPs in eastern Burma.

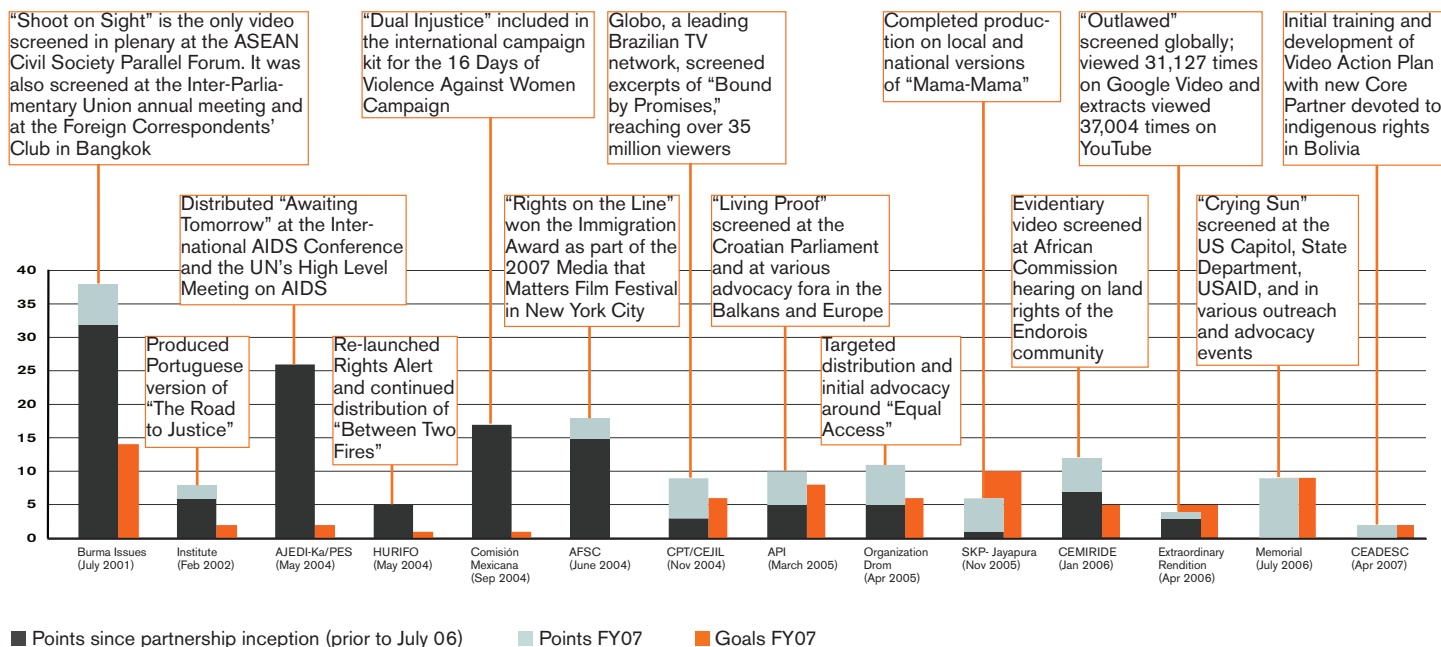
“Act Now” Action FY07

Each “Act Now” gives visitors to the WITNESS website an opportunity to take action in support of a specific Core Partner campaign. Online actions generally occur when we release Rights Alerts – short excerpts from recent Core Partner videos posted online. Online actions have ranged from a low of 12 in July 2006 to a high of 344 in May 2007, depending on the campaign featured. We are in the midst of redesigning our online interface and exploring ways to encourage more engagement on the WITNESS website.



Core Partners: Progress Over Time

This graph shows progress in our Core Partners in FY07 (blue) against our goal for the year (orange) added to the cumulative results since the initiation of each partnership (black). We highlight outcomes only where a plausible relationship exists between the results and the video advocacy which has taken place. Partnerships take differing lengths of time to achieve results, and any assessments must be understood in the light of the unique environments in which people work. Additionally, we acknowledge the varying collaborative roles which our Core Partner, the video itself, WITNESS’ institutional input, our allies, and other relevant stakeholders have in helping to create change. Human rights work occurs in a climate of uncertainty, and we also recognize that outside circumstances beyond our control may accelerate or limit the progress of a campaign.



The point scores indicated are calculated using the following table of values for completed activities (outputs) and results (outcomes and impact). We generate 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.

	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)
Impact	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

Training in Video Advocacy

Training, learning from and supporting human rights defenders to use audio-visual media and new technologies in their advocacy



Highlights

WITNESS conducted 7 Core Partner trainings both in the field and at our New York offices. Trainings ranged from the technical use of video cameras and portable editing equipment to the strategic use of completed productions to further our partners' advocacy campaigns. Core Partners trained include Burma Issues from Thailand, CEADDESC from Bolivia, CEMIRIDE from Kenya, CPT/CEJIL from Brazil, Human Rights Center Memorial from Chechnya, and SKP-Jayapura from Papua, Indonesia.

WITNESS reached 666 advocates from over 95 countries through our Seeding Video Advocacy program. Seedings include two- to three-hour workshops and half-, full-, and multi-day trainings. Over 250 of these 666 participants benefited from more in-depth workshops of one or more days in length.

Seeding Video Advocacy trainings were held in Brazil, Bulgaria, Czech Republic, East Timor, France, Guatemala, Italy, Kenya, Nepal, Poland, Romania, South Africa, Switzerland, U.K., and U.S., reaching a broad range of audiences including NGOs, UN organizations, regional inter-governmental bodies, media allies, universities, donors, and youth groups.

WITNESS has begun the process of identifying Peer Alliances – action-oriented social justice media groups in key regions where we work to share methodologies, build on each others' strengths, and enhance their ability to "seed" video advocacy knowledge and experience with other local groups. Agreements have been signed with SACOD in South Africa, and informal agreements have been reached with Pusat Komus in Malaysia, Restart in Croatia, Ojo de Agua in Mexico, and CEFREC and CAIB in Bolivia.

Video Advocacy Institute

WITNESS staff spent the year preparing for the launch of our first annual Video Advocacy Institute (VAI) in July 2007. An extension of our Seeding Video Advocacy initiative, the VAI will train innovative human rights advocates from around the world to successfully integrate video advocacy into their social change campaigns.

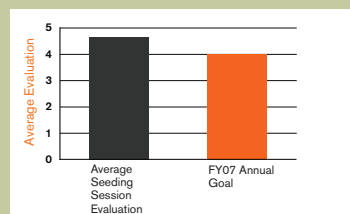
The inaugural VAI will be held in association with Concordia University's Communication Studies Program and Documentary Centre from July 15-27 in Montreal, Canada.

New Core Partners

WITNESS identified two new partners in FY07, bringing our current Core Partner portfolio to twelve. The new partners are Centro de Estudios Aplicados a los Derechos Economicos Sociales y Culturales (CEADDESC), an NGO working to expose the impact of the mining industry on indigenous communities in Bolivia, and Human Rights Center Memorial, an NGO working to address the devastating impact of armed conflict in Chechnya, The Russian Federation.

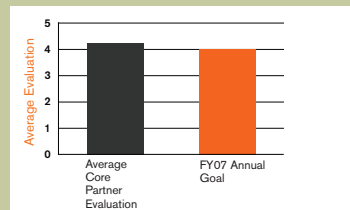
WITNESS solicits evaluations from Core Partner and Seeding trainings. Our goal is to secure an average evaluation score of at least 4 out of 5.

How our Partners and Trainees Evaluate Us



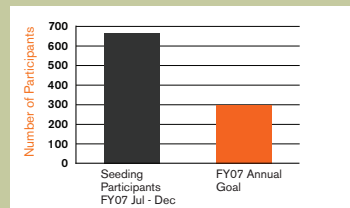
Average Seeding Session Evaluation: 4.64/5
Based on 15 evaluations

Core Partners FY07



Average Core Partner Training Evaluation: 4.22/5
Based on 3 evaluations:
SKP-Jayapura follow-up training: 4
Burma Issues follow-up training: 3.66
Human Rights Center Memorial editing training: 5

Seeding Participants FY07



Seeding Participants: 666:
over 250 consisted of longer-term trainings of one or more days in length

Building an Accessible Human Rights Video Archive

Documenting and preserving an historical video record of human rights issues

Highlights

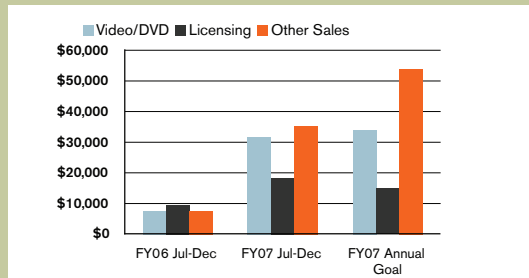
The WITNESS Media Archive now contains over 3,000 hours of video representing original raw footage from human rights organizations around the world. We make the footage accessible to a broad community of advocates, journalists, filmmakers, academics, and concerned citizens.

In the past year, we have received over 250 hours of new footage from seven countries (Brazil, Burma, Chechnya, East Timor, Kenya, Sudan, and the U.S). The Archive also acquired sublicensing rights to historical Czech footage, including the Velvet Revolution and Communist invasion of Prague.

WITNESS completed a Strategic Plan for Media Asset Management and Preservation, which sets forth steps for adoption of digital technologies for media management, production, and long-term preservation of the video collection. Approximately 40 hours of footage have been digitized for preservation and access to date.



Video Sales and Licensing Revenues



Other Sales are comprised of "Video for Change" book and "Artists Support www.witness.org" project.

Expanding Awareness & Engagement in Human Rights

Outreach and video distribution to educate and engage people in human rights issues

Highlights

Press

Coverage of the December 11, 2006 "Focus for Change" benefit dinner and concert and our campaign to stop the human rights abuses in Burma reached more than 5 million people worldwide via media outlets such as *Guardian* (UK), *International Herald Tribune* (French edition), Reuters TV, Associated Press and *The Washington Post*. Other press highlights include interviews with Peter Gabriel and Gillian Caldwell on the "Riz Khan Show" on Al Jazeera International, The Canadian Broadcasting Corporation's "Sunday News" program, and on Second Life. WITNESS partner NGOs were interviewed and featured in stories on NPR's "Weekend Edition with Scott Simon" and on Globo TV (Brazil).

Spotlight on Modern Day Slavery in Brazil

The film "Bound by Promises," devoted to the practice of modern day slavery in Brazil and produced in collaboration with our partners CPT and CEJIL Brazil, was screened before 70 business representatives. This included CEOs of major multinational corporations producing and selling products which often involve slave labor in their production chain, such as Wal Mart. Several CEOs requested copies of the video to use in their corporate social responsibility work. In Brazil, the film screened at the "State Commission for the Eradication of Slave Labor," which is composed of several state representatives responsible for designing local policies to eradicate slavery. The Grammy-winning artist Lenine and other leading music figures in Brazil are screening an excerpt from the video at the beginning of concerts throughout Brazil and Europe. And Globo, the largest Brazilian TV network, broadcast a 3-minute piece on "Bound by Promises" including interviews with Peter Gabriel and Xavier Plassat of CPT on its popular Sunday evening program *Fantastico*, reaching 35 million viewers in Brazil alone.

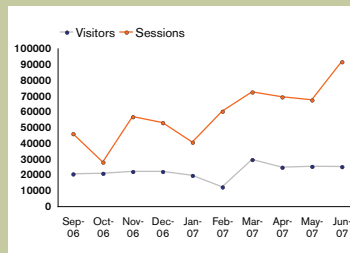
People Are Saying:

"We have to put an end to this policy. Those who approve and...carry out these acts must be held accountable. Even though our government has done plenty of things of which I disapprove, I always thought that they were above torture. How can we demand that others recognize human rights when we do this?"

- YouTube visitor posting in response to viewing "Outlawed"

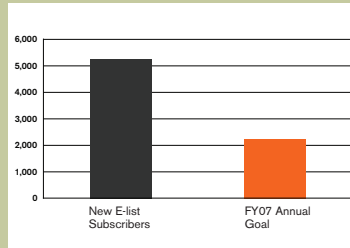
WITNESS Website

Website Traffic FY07



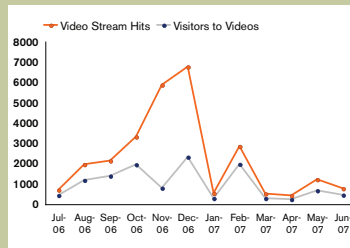
Website traffic figures reflect the period September 1, 2006-June 30, 2007 via Google Analytics, a new system of web metrics that WITNESS switched over to in September. Google's tool has allowed us to capture much more specific and robust metrics that will inform decisions about how to improve the website and enhance the visitor's experience.

E-list Subscribers FY07



Our total email list subscribers for FY07 reflect a growth rate of 65% over last year's subscribers, and we exceeded our annual goal by over 3,000 subscribers. We continued to cultivate new WITNESS subscribers at a range of events including screenings, presentations, concerts, and music festivals including Bonnaroo, a 5-day outdoor music festival in Tennessee where over 500 new subscribers joined our mailing list.

Video Views FY07



In addition to broadcasting videos on our website, many of our videos are viewed elsewhere on the Internet. For instance, since posting "Outlawed" online, excerpts have been viewed 37,004 times on YouTube and 31,127 times on Google Video.

The Hub

WITNESS' new participatory media community for human rights – The Hub – is nearing its launch in Fall 2007. The Hub will be the only global online destination where concerned citizens, activists, journalists, researchers, and advocates worldwide can upload human rights related media from handheld devices or personal computers, create and join communities, and respond to calls to action around the abuses they witness.

Ultimately we hope the Hub will help deter and reduce human rights violations by using visual imagery as a catalytic force and by promoting a culture of community-enabled advocacy. The Hub is being launched in collaboration with a consortium of allies, including Amnesty International and Human Rights Watch, and built in partnership with Civic Actions.



Sameer Padania (left) of WITNESS accepting the One World Media Award for the Hub Pilot blog.

People Are Saying:

"I would describe WITNESS as one of those organizations with great versatility, adaptability and enthusiasm. It interacts very well with its partners, offering such a valuable tool and filling a very needed niche in human rights advocacy. The [collaboration] with WITNESS was one of the things that we were missing in our advocacy work – the training offered us a clearer vision and direction. They guided us on how to use a camera, what to do with those images, and obviously, how to give a video more meaning and emphasize the message that we wanted to get across."

– Mario Solazar, Director, Legal Defense, and Seeding participant

New WITNESS Award for Filmmakers

WITNESS presented the first annual WITNESS Award in Honor of Joey R.B. Lozano at the SILVERDOCS film festival in Maryland. The award, which will be presented at SILVERDOCS annually moving forward, included a cash prize of \$5,000 to the most compelling social issue documentary with the strongest distribution strategy for making an impact. The WITNESS award was given to the makers of "The Devil Came on Horseback," a gripping account of a former U.S. soldier who documented the ongoing genocide in Darfur as an unarmed military observer. An honorable mention was given to "The Price of Sugar," a stirring portrait of a Spanish Priest who protested the enslavement of dispossessed Haitians in the sugar plantations of the Dominican Republic. Our participation in the festival and the presentation of the award helped WITNESS reach 500 filmmakers, festival-goers and other industry professionals as well as hundreds more through promotional activities during and after the festival.



Developing Institutional Capacity

Maintaining and/or increasing internal capacity and inter-departmental coordination at WITNESS



Highlights

- In FY07, WITNESS received 18 foundation grants totaling \$2,141,904, bringing our total operating budget revenue raised to \$3,464,759¹ – 96% toward our projected goal of \$3,600,000 for the year. An additional \$438,185 was raised in In-Kind Goods and Services. However, our expenses were lower than expected, so we finished the year with a surplus of \$293,938 to carry forward for FY08. Institutional grants were received from two Anonymous funds, Educational Foundation of America, Ford Foundation, Germeshausen Foundation, Glaser Progress Foundation, Haas Charitable Trust, Libra Foundation, Lowe Family Foundation, Mertz Gilmore Foundation, Nathan Cummings Foundation, Oak Foundation, Omidyar Network, Overbrook Foundation, Reebok Human Rights Foundation, Salesforce Foundation, Skoll Foundation for Social Entrepreneurship, and U.S. Human Rights Fund/Public Interest Projects.
- WITNESS' Second Annual Focus for Change Benefit Dinner and Concert on December 11, 2006, co-hosted by Peter Gabriel and Gael Garcia Bernal and featuring musical performances by Paul Simon, Angelique Kidjo, and Fred and Kate of the B-52s, netted over \$485,000 to support our work. Corporate sponsors included DivX, Inc., Fairlight, Griffin Public Relations & Marketing, Newscorp, TED Conference, and Tyco International, among others.
- WITNESS' rapid growth has necessitated hiring new staff to strengthen our internal capacity and help bring our ambitious plans to fruition. In FY07 WITNESS hired new staff including a Director of External Relations, Hub Coordinator, Hub Manager, Post-Production Assistant, and VAI Coordinator. We are currently recruiting an Online Outreach Manager, Outreach & Administrative Associate, Program Coordinator for Asia, and Technology Coordinator.

¹ Unaudited mid-year figures. Includes grants committed in prior fiscal years for FY07.

FY07 AWARDS

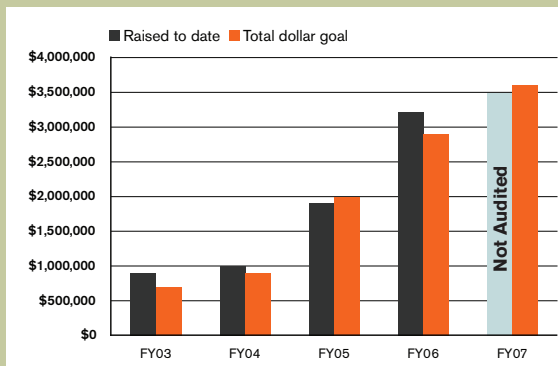
WITNESS is honored by the awards we received in FY07

- We were one of four New York City organizations selected to receive a New York Times Nonprofit Excellence Award, in our case for Excellence in Communications.
- We received Reuters' 2006 Mohamed Amin Award in recognition of outstanding contributions to TV news.
- The video "Rights on the Line" won the Immigration Award as part of the 2007 Media that Matters Film Festival.
- We were named one of the 59 Smartest Orgs Online by GetActive, NetSquared and Squidoo.
- We were chosen as one of the leading entrepreneurial organizations in the U.S. by Fast Company/Monitor Group for the fourth year in a row.
- The WITNESS Hub Pilot blog, a collaboration with Global Voices Online, won the New Media category at the One World Media Awards.

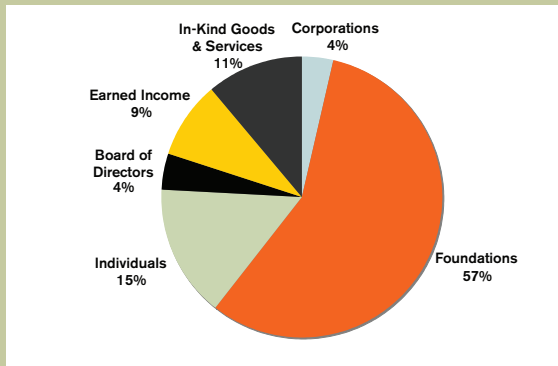


Co-hosts Gael Garcia Bernal (left) and Peter Gabriel with Executive Director Gillian Caldwell at WITNESS' 2006 Focus for Change Benefit Dinner and Concert.

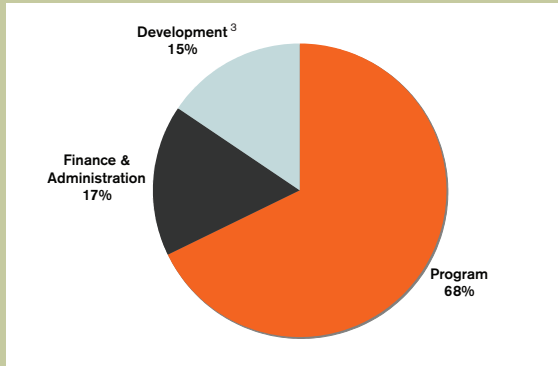
Total Dollar Goal vs Total Dollar Raised²



Income Composition



Expense Composition



Through the efforts of the WITNESS development team, the organization has experienced tremendous growth over the past several years, more than tripling the size of our budget and staff. Our current cash portfolio represents a healthy balance of support for our operations. However, we are continually seeking to diversify our support base to lessen our reliance on any one source of funding, and develop new earned income initiatives to enhance our self-sufficiency. To further these efforts, we recently hired our first Director of External Relations who will focus her efforts on Major Gifts and Corporate Sponsorship, and formed a seven-member committee of our Board of Directors to focus on fundraising and earned income.

² Income excludes in-kind goods and services as well as income restricted to future periods.

³ Includes over \$205,000 in expenses related to December 11, 2006 benefit which netted over \$480,000.