

Report of activities over 2011

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1. Organisational profile

Identity	HURIDOCS provides high-quality, high-touch information interventions with organizations that lead, demonstrably, to better advocacy, better litigation, and inventive information-based tactics. HURIDOCS is also an informal, open network of human rights organisations who wish to put together their experience and creativity to develop standards, techniques and tools for information management in the human rights sector.
Mission	HURIDOCS aims to ensure that human rights organisations have the technical capacity to use their information resources strategically and effectively.
Vision	We envision a world where human rights organisations are empowered to produce such authoritative information and analysis and communicate with such efficiency that they are able to greatly impact the human rights situations in their countries.
Services	Capacity Building and Support: Providing customised advice, support, training, accompaniment and solutions to human rights NGOs, through a team of experienced project managers and skilled experts and developers, to help them improve their effectiveness in handling information.
	Research and Development: Understanding the information management needs and challenges of the human rights movement, and exploring and innovating to develop simple but powerful techniques and tools, to help human rights NGOs collect, manage, store, safeguard, share, exchange, communicate, and disseminate their information.
	Promotion, Knowledge Sharing and Network Building: Promoting good information management practices towards NGOs and their donors. Aggregating and disseminating knowledge, experience and solutions. Facilitating networking and peer exchanges between organisations and persons, to accelerate collaboration and learning.

2. Activities carried out in 2011

A. Activities in the former Soviet Union

Russia

a. CaseBox for litigation NGOs in the Russian Federation

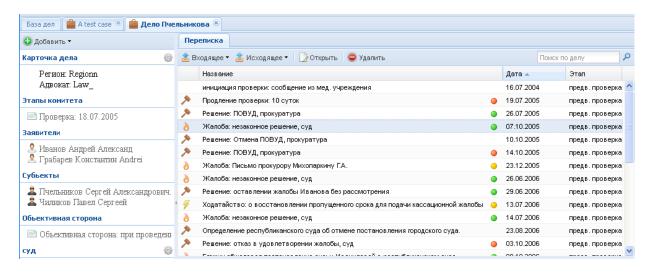
Over the past few years, HURIDOCS has recognised that there is a lack of available and affordable case management tools for human rights litigators. There is a common need for a platform that centralizes their work and gives them a complete overview both of their case developments and management of their overall workload. In Russia especially, organizations working at the domestic level face an enormous headache caused by complex stages of litigation and disorganized communication with domestic bodies.

Simply put, CaseBox takes care of the clerical aspects of handling cases, centralizing all information related to a particular case and thereby giving lawyers with more time to focus on substance rather than to waste time tracking deadlines or writing form letters. It also provides the NGO with the peace of mind that comes with realising it masters the details of every case, and knowing that its information is safe and secure. One unique and very useful feature is its ability to produce the flowchart of a case, allowing a lawyer to visualize the next step instantly, without reading through the case correspondence. It also enables easy analysis of the litigation caseload for research purposes.

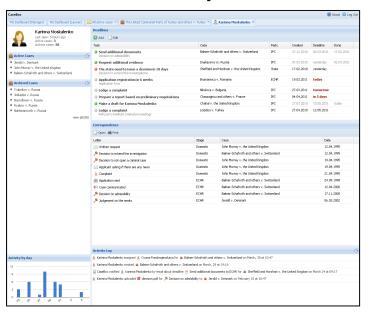
In 2009, HURIDOCS made its first intervention by designing a modern web-based contact database for the International Protection Centre (IPC) in order to handle information on the 20,000 persons who have applied for legal assistance, replacing its antiquated database, and building a form letter system to quasi-automate the management of client correspondence.

In December 2010, HURIDOCS and the Interregional non-governmental organization **Committee against Torture (CAT)** in Nizhny Novgorod, Russia came to an agreement to create **CAT System**, a case management database that offers the following functionalities:

- Analysis of trends and patterns of abuse to support CAT's understanding of the phenomenon of torture in Russia and support its advocacy reporting.
- Management of the overall active caseload of CAT: upcoming deadlines for all cases, which lawyer works on what case, etc.
- Management of court deadlines and internal tasks for the preparation and follow-up of cases
- Storage and sharing of case documents: legal briefs, powers of attorney, etc.
- Management of routine correspondence with the court and clients.



CAT System



Lawyers'

Interface for CAT

System

HURIDOCS has been interacting with Russian NGOs such as Public Verdict Foundation (PVF), the International Protection Centre (IPC) and Jurists for Constitutional Rights and Freedoms (JURIX) on an ongoing basis since 2009. At the outset we knew little of litigation, but we gradually gained a deep understanding of its underlying information management processes, and the challenges faced by these NGOs in terms of handling cases.

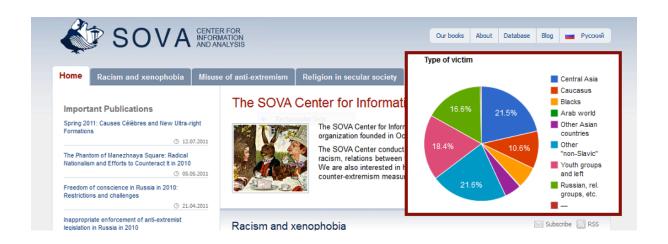
In 2012, HURIDOCS will continue to develop and deploy CaseBox, initially for PVF, IPC and JURIX in Russia and four NGOs the Ukraine. This will include customisations for each NGO, equipment like document scanners, advice and assistance to make the necessary changes to their case handling procedures. Towards the end of the programme, when CaseBox is mature and fully tested, it will be released under an open source license.

b. Sova Centre: integrated information search and processing system

SOVA Centre monitors racism, xenophobia and incidents of hate crime across Russia, and also tracks governmental responses to this phenomenon. SOVA collects its data from different sources, and in particular: field correspondents who send data frequently via email,

monitoring of websites via manual searches on major search engines, and monitoring important source websites such as those of courts and extremist groups. This monitoring is labour-intensive, resource-consuming, and repetitive, and SOVA is seeking to automate them with an electronic tool.

In 2009, our work with SOVA focussed on their principal tool to disseminate their analysis and monitoring results: their website. We helped them to migrate over 17'000 articles from an obsolete website to a cutting edge custom system developed for this project based on AeroCMS, a very powerful and advanced web content management system for large human rights websites. It provides website visitors with an easy way to navigate and filter through thousands of articles in a few clicks.



In 2010, we also finalised an internal database of hate crime incidents and court decisions which were built into the system, which allow SOVA to perform in-depth analysis in just a few clicks. Results are published on the website and website visitors can use the dynamic graphing functions to do their own research on SOVA's data. The system has had a direct impact on SOVA's advocacy outreach.

As a research and monitoring centre, SOVA relies heavily on its *website* for communicating with its target audience. HURIDOCS' intervention focused on SOVA's needs surrounding the redesign of their website for improved information architecture and digital advocacy and establishing a secure and convenient system for storing and sharing documents. It provided a custom-designed website built with sound information architecture and an easier to use content management system, training for SOVA staff, and the migration of the old content to the new system. The second component focused on *Tracking and visualizing violations*. HURIDOCS provided a violations tracking system integrated into SOVAs website, connected to a statistical module that provides website visitors with automatically updated visualizations of the situation of racism and xenophobia in the Russian Federation.

HURIDOCS is continuing its collaboration with SOVA in 2012-2013, for details regarding this see the request *Building capacity of NGOs in Russia and the FSU to master their information handling and digital communications*, submitted to OSI in October 2011.

c. International Protection Centre (IPC): information security and case management

The intervention at the **International Protection Centre (IPC)** focused on improving its system for secure storage and sharing of documents and reviewing IPC's litigation information flow and developing a more systemized approach to case management. With regard to *Data*

sharing and preservation, HURIDOCS provided IPC with advice and support for scanning documents, a secured storage space and network for sharing files and a secure organisational e-mail system with calendaring for efficient management of its staff. HURIDOCS also developed an advanced online contact database that allowed IPC to store and attach all correspondence to client contact information, produce form letters from templates within the system and conduct analysis on legal assistance provided to its clients.

The evaluation and financial report of the project *IPC security analysis research, data* preservation and case management database and SOVA website and violations tracker were submitted by mid-September 2010. HURIDOCS considers these two interventions to be quite successful, and is satisfied with the collaboration with these two organisations despite the fact that there were some delays in the implementation.

d. Mothers' Rights Foundation's (MRF): equipment and technical support

The intention of the *MRF Modernization Project* was to conduct a 6 month intensive upgrade of the **Mothers' Rights Foundation's** (MRF) technical equipment, data security and approach to information management. The project specifically focused on rationalising equipment and software expenditures, development of a data backup system and modernisation and migration of the existing database "Memorial" into a new modern system. HURIDOCS supported MRF in evaluating its needs in terms of technical hardware and software, data security and upgrading the "Memorial" database. HURIDOCS also supervised the implementation of the intervention and coached MRF on maintaining the integrity of the project's goals and objectives.

The final report of this project was submitted in December 2010. The MRF intervention was an unusual project for HURIDOCS in the sense that MRF played the main role in implementing the project's goals and objectives under the coaching and guidance of HURIDOCS' expert advice. This unusual relationship was not always an easy one and involved difficult negotiations and discussions.

e. Human Rights Electronic Evidence Study

In November and December 2010, HURIDOCS FSU project manager, Katherin Machalek, collaborated with the Centre for Research Libraries-Global Resource Network as a lead researcher for the Russia portion of a two-year study on electronic documentation among human rights NGOs in Rwanda, Mexico and the Russian Federation. The study involved conducting interviews with Russian NGOs on the use of electronic documentation for recording human rights violations and advocacy work.

Katherin met with and interviewed staff from the following organizations:

- Public Verdict Foundation
- International Protection Centre
- SOVA Centre for Information Analysis
- Mothers' Rights Foundation
- Russian Justice Initiative
- Memorial (Moscow-human rights department)
- Memorial (St. Petersburg-social department)
- Memorial (St. Petersburg-historical department)
- Foundation for the Freedom of Information
- Citizens' Control
- LGBT Network

In addition to gathering information for the study, Katherin also provided pro bono advice on free and available solutions to email and document management to several of these organizations. The meetings provided a great opportunity for HURIDOCS to learn more about the issues facing Russian NGOs with regards to electronic documentation.

HURIDOCS has also prepared a proposal for sustaining its capacity building work and ongoing pro bono technical support for human rights NGOs in the Russian Federation and the region of the former Soviet Union. This proposal includes a request for funding a two-year project in Russia and the Ukraine that will focus on providing technical tools for human rights litigation and monitoring work as well as HURIDOCS' on-going pro bono support for other organizations in need in the region.

Armenia

The purpose of the Information Systems Interventions—Armenia 1 grant was to provide HURIDOCS with funding for carrying out information systems interventions with four Armenian NGOs with the following planned objectives:

- 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 **Parliamentary Monitoring Group (PWRB)**, HURIDOCS' expertise will be dedicated to reformulating the existing database into modern and update-able 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.

The interventions brought about great changes in the way that all the organizations work and increased their capacity on several levels. The project was a pioneer endeavor, since HURIDOCS (and no other organization for that matter) had ever attempted a project of this size and expectation before in a country in which it had no previous experience. In keeping with its pioneer character, not everything went as was planned and we were met with many situations and issues that could not have been accounted for beforehand. All in all, however, most objectives were achieved and the NGOs involved in the project are now all benefitting from more advanced systems, increased knowledge and skills and secure data management and storage.

The intervention was only supposed to last for 5 months, but actually continued for 10.5 months due to several challenges that were not built into the original project plan such as

extended winter holidays, lack of readiness among the NGOs, lack of planning and support for data migration, etc.

Through the Armenia 1 project, HURIDOCS gained a great amount of knowledge and experience that can be put toward the more successful implementation of future interventions. We are blazing the trail for technical capacity building in the region and every step, including all its successes and failures, is very valuable in perfecting a solid, tested approach toward increasing skills and use of ICT in the FSU. The lessons learned in Armenia 1 form very meaningful recommendations for future projects in Armenia and also the greater FSU.

The following can be considered successes of the project:

- Tangible increase in capacity among NGOs, with regard to ownership, skills and knowledge, and communicating needs and work processes
- Delivery of improved solutions
- · Stabilisation of data

Georgia

From June 6 - 10, 2011, a technical project management team from HURIDOCS conducted a series of technical needs assessments in the Georgia, with a view to creating a series of needs-based information systems interventions similar to those carried out by HURIDOCS in Armenia and Russia. HURIDOCS met with a total of nine NGOs.

Through these meetings, it was revealed that one significant area in which there is of both interest and need is to create a unified electronic resource for management of Freedom of Information (FOI) data received in response to requests sent to various state agencies. Four key organizations have already begun work in organizing their FOI data, with each organization focusing on the aspect of greatest priority to its own mission.

Due to the number of organizations in need of an intervention and the complexity of their information management issues, HURIDOCS decided to select four FOI interested organizations to start the first fund of interventions in a project called Georgia FOI. It concerns: Institute for Development of Freedom of Information (IDFI), Georgian Young Lawyer's Association (GYLA), Transparency International (TI) and Green Alternative (GA). The remaining organizations will be revisited and evaluated in a separate funding proposal or during the second round of interventions in Georgia in the summer of 2012.

The main focus of this project puts the focus on laying the diplomatic groundwork, under the guidance of the Open Society Georgia Foundation to ensure the high-level work to create a universal, shared FOI database will have the underlying support it needs.

The concrete output of the project will consist of following results

- Agreement and consensus on method of common FOI + prototype that will be built into a working system
- A blueprint for a common FOI solution that includes: the choice of technology to be used (PHP/MySQL, Ruby on rails, etc.), the information architecture (the formats, fields and taxonomies to hold and organise the data) and the front end (screenshots for the navigation system, the search and filtering system and he statistics module)
- Identification of a team of local developers who can support the NGOs in question and develop the blueprint into a working system.
- A new website for Green Alternative is launched and they are using it.

- The NGOs will be able to make an informed decision about changes they wish to make their information systems to improve performance and security.
- A higher level of trust and mutual understanding with main NGO stakeholders, a vital diplomatic step towards success of future projects.

A revised proposal for a six-month project (December 2011-May 2012) focusing on FOI was submitted to Open Society Foundations – HRGGP and OSGF in October 2011.

Activities in other countries in the former Soviet Union

HURIDOCS has been in contact with the Civil Initiative on Internet Policy (CIIP) in **Kyrgyzstan**, and three representatives of this organisation visited HURIDOCS in October 2011 to discuss collaboration in a project to strengthen the capacities of beneficiary NGOs in Kyrgyzstan, with regard to the use of modern public relations methods and the effective and creative use of digital communications means (such as websites, mailing lists, online communities and social networks). By combining training and practice, the CIIP project team will have assimilated and adapted the knowledge on information strategy and management from specialist NGOs and will be able to develop other successful projects in this area.

In consultation with the Open Society Institute, the mission to **Mongolia** which was originally to be carried out in the framework of this grant was put on hold.

B. Activities in Africa

CaseLaw Analyser

HURIDOCS continued the development of the **CaseLaw Analyser**, a web-based system for human rights litigators to research case law in order to prepare their court cases. It allows them to easily browse inter-related court decisions, to quickly access the primary case law for a given type of violation, to highlight and comment relevant sections of a decision, and to share their commentary with their colleagues and work collaboratively on case research. HURIDOCS is developing CaseLaw Analyser together with the Institute for Human Rights and Development in Africa (IHRDA).



The CaseLaw Analyser holds IHRDA's carefully curated <u>collection of decisions</u> from the African Commission for Human and People's Rights (<u>ACHPR</u>). The CaseLaw Analyser was launched on 8 November 2010 during the NGO Forum of the African Commission and received positive feedback both during the meeting and thereafter

Website of the African Commission on Human and Peoples' Rights (ACHPR)

The major achievement of the first year was the ACHPR website. It was also the most significant in terms of working time, taking us practically a whole year to add and polish over 25 years of ACHPR documentation - over 1800 documents in total.



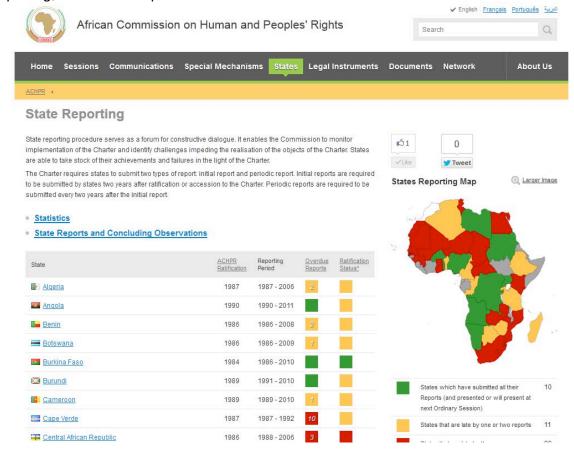
In more detail:

1. The old manual HTML website has been replaced with a modern content management system, making the ACHPR's documentation easy to access. This is perhaps the most significant achievement: it has new website has country pages & session pages which it didn't have before, and a document search system that is extremely powerful.

To quote a judge of the African Court:

- "I am a fervent user of the documents of the African Commission and have noticed an extraordinary change in the presentation of their site. Access to information and research are now much easier."
- 2. As part of this project, we made a careful inventory of the ACHPR's documentation, based on the final communiqués accompanying each session, and working closely with the ACHPR secretariat, to make sure that the documentation is complete. We also wrote summaries for some of the documents (State reports, concluding observations, mission reports), and rescanned the older ones using an OCR scanner provided to the Commission, to make them text-searchable.
- 3. The communications section of the website is carefully integrated with the IHRDA's Caselaw Analyser: when accessing a decision, visitors can choose to visit the Analyser to study the ACHPR's decisions, and when doing so, they will also discover related cases from the African Court, the African Child Rights Committee, and other African regional mechanisms (ECOWAS and SADC coming soon).

- 4. The website is now multi-lingual: English, French, Portuguese, and Arabic. The original documents may not be translated as official translations would be needed, but the website is fully browsable in these languages.
- 5. The website actually integrates the rules of procedure of the Commission! For example,
 - The map and table on the State Reporting page automatically change colour if the latest report is older than two years;
 - The list of appointments for each Commissioner is automatically updated based on the administrative resolutions where these appointments are formally decided.
- 6. We also added a series of maps to visualize state performance in terms of ratifications, reporting, and also the spread of the ACHPR's network of NGOs and NHRIs.



7. The webmaster finds the new web site easy to update, and there is no notable maintenance necessary. The task also included a careful inventory to ensure the ACHPR's online documentation is complete. This allows the webmaster to add more content than before, such as special mechanism news or NGO statements.

More information about the features of this website: http://www.achpr.org/info

Website of the African Committee of Experts on the Rights and Welfare of the Child

Before starting this project, all the ACERWC had was a single html page on the old site of the African Union. As their documentation is smaller than the ACHPR, we equipped them with a simpler website based on Wordpress. This website is essential to this relatively new and relatively unknown committee, to disseminate the results of its work.



Regional NGOs

HURIDOCS also worked with several regional NGOs who work with the ACHPR, providing them with attractive and easy-to-maintain WordPress websites and the necessary training:

- African Center for Development and Human Rights Studies (completed)
- East Africa Defenders (completed)
- West Africa Defenders (completed)
- <u>CSO Forum of the ACERWC</u> (ongoing)
- Ligue des Grands Lacs (ongoing)









For all of these projects, we used Wordpress, which is a lovely content management system that easy to use, easy to maintain. Its also very extraverted, with all the widgets needed for automatic translation, email campaign, facebook publishing, Twitter publishing, Youtube integration, and so on.

Most importantly, with Wordpress its easy to categorize articles by type, country, theme, program, and so on, which is essential as human rights information often has several attributes and needs to be findable in various ways. Its easy to add new types of content or categories as the site grows.

Most human rights NGOs in Africa use Joomla, which is a more cumbersome system (in fact it is a bag of pain), with which it is very hard to classify and retrieve articles effectively. For this reason, we plan to use these NGO websites as examples of how to make a nice human rights website on a budget, to inspire other NGOs. We plan to publish some how-to articles during the second year of the grant, to point other NGOs in the right direction, without having to assist each one of them directly.

The engagement depends a lot on whether the NGO has tech-savvy staff. If this is the case, as with West Africa Defenders or East Africa Defenders, after a short training the NGO can run on its own as the tools are easy to master. However where the staff have little exposure to ICT, a longer accompaniment is necessary until they are autonomous. For example, for the ACERWC, we have had an onsite documentalist working off and on with them for several months.

As a result of this project, the East Africa Defenders have formally included us as a technical partner in a grant they received from the European Union, to equip them with a database to handle their protection work for human rights defenders.

Recruiting African developers

With regards to developers, we established a very good relationship with a very skilled Kenyan designer and developer, Eugene Nyawara (see http://www.eugenenyawara.com/), who indeed produced most of the designs listed above. We plan to associate more closely with the tech community in Nairobi in years 2 and 3 of the grant, to expand our base of developers from Africa.

A second idea we explored is to train technical staff of partner NGOs, so that they can offer HURIDOCS-type services to their network members and enhance their attractiveness.

For example PRAWA in Nigeria has a webmaster called Ifeanyi Emeagi, and West Africa Defenders in Togo also have a webmaster called Guy Lamewona. We trained both of them on how to make Wordpress websites, a skill which both master and enjoy.

The African Commission was impressed with the CaseLaw Analyser, and this provided a sound basis for HURIDOCS to propose to the Commission to carry out a *website and digitisation project*, which seeks to develop an improved website for the ACHPR, and digitizing the backlog of documentation currently not available online. Work on this project started in April 2011. It involved the establishment of a tailor-made Content Management System with several new functionalities, the development of an attractive and easily accessible front-end, and the transfer of the present collection of documents plus the addition of several hundreds of documents which were not yet included. The Website will go live before the end of 2011.

The CaseLaw Analyser was also discussed with the **Centre for Justice and International Law (CEJIL)**, the main organisation submitting cases to the Inter-American human rights system. HURIDOCS and CEJIL have agreed to collaborate to develop a similar system for the cases of the Inter-American Commission on Human Rights and the Inter-American Court of Human Rights.

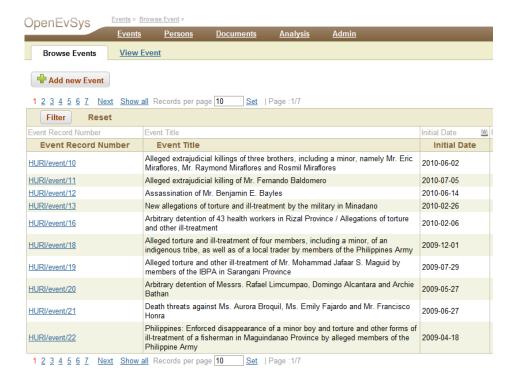
As a further follow-up, HURIDOCS assisted various African NGOs in creating powerful yet easy to handle Websites.

3. Tools for Human Rights Documentation

OpenEvsys

OpenEvsys is a database for documentation of information regarding human rights violations.

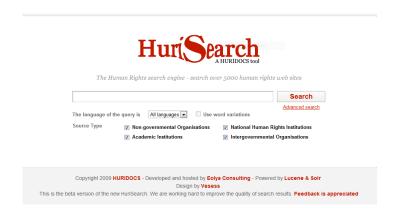
In 2011, HURIDOCS continued to provide advice and support to present and new users of the OpenEvsys software for documenting cases of human rights violations. Capacity building activities took place among others in Cairo, for groups from Yemen, and in Pretoria, for organisations from South Africa, Zimbabwe and Bolivia. These sessions covered an introduction to monitoring, fact-finding and documentation, the events method, presentations of various software applications and exercises on using OpenEvsys.



HuriSearch search engine

HURIDOCS continued to maintain and develop its search engine http://www.hurisearch.org. At the end of 2010, HuriSearch indexed and crawled the websites of about 5,500 human rights organisations.

For the technical side of this project, HURIDOCS continued its collaboration with http://www.wiizio.com, a small French company that provides expertise on Open Source search solutions.



4. Strategic planning and thinking

The HURIDOCS Secretariat drafted the **Strategic Plan 2011**, with forecast for 2012 and 2013, was approved by the HURIDOCS Continuation Committee (Board).

This Plan builds upon the Strategic Plan 2010-2015 and has the following themes as main scope:

· Support to human rights defenders

- Capacity building and training
- Global scope; focus on Africa
- Innovation in ICT
- Human rights and democratisation

While collaborating with a variety of partners, HURIDOCS gained additional insights into what constitutes a durable impact for interventions in the field of human rights information management. We concluded that the only thing that really works is close accompaniment of a specific NGO over a period of time, to help them identify their needs and devise a solution together with them, improve their understanding and use of technology, and often developing the tech part of the solution for them.

HURIDOCS started implementing a five-step process to structure our capacity building, which we use for all our interventions, and is based on the DEMIR terminology and concepts (Definition, Exploration, Modelling, Implementation, Review) developed by researcher John Lannon (University of Limerick, Ireland). HURIDOCS also engaged John Lannon to do initial work for new projects in Indonesia and Russia.

5. Fund-raising and financial management

In the past year, HURIDOCS managed to build relationships and obtain financial support from new donors, thereby improving its financial situation.

HURIDOCS received a three-year grant as from 1 June 2011 for a total of 340,000 USD from the John D. and Catherine T. MacArthur Foundation, for providing technical assistance to NGOs and human rights groups in Africa on documentation, information management and dissemination. The Permanent Mission in Geneva made an additional contribution for the project concerning the website of the African Commission on Human and Peoples' Rights.

The Oak Foundation committed itself recently to provide support of 400,000 USD for two years for the project Capacity Building of Russian NGOs in the area of ICT and digital communications and strengthening HURIDOCS's sustainability.

The Open Society Assistance Foundation – Armenia has kindly agreed to contribute 40,760 USD to the project Yerevan Story and the Human Rights and Governance Grants Program, Information Program, and Open Society Assistance Foundation – Armenia have awarded a grant to HURIDOCS for work on Armenia to the amount of 98,946 USD.

On basis of the recommendations made in June 2010 by Rustem Tagybergenov, Senior Internal Auditor at the Open Society Institute office in Budapest, HURIDOCS continues to improve its financial administration policies. This relates to how to draw up the annual budget, financial safeguards, and responsibilities of the Board with regard to finances, procurement policies and conflict of interest policies followed up by the HURIDOCS staff. In the financial administration of HURIDOCS, relationships are now created between expenses, projects and grants.