

HUMAN RIGHTS INITIATIVE Strategy 2014-17

The Human Rights Initiative works to ensure the vitality and plurality of the human rights movement. We provide support to those working to push the boundaries of rights protections and to remain steadfast in the face of retrenchments. From some of the largest international human rights organizations, to national advocacy groups, to grassroots advocates of those whose rights have been violated, the Initiative supports efforts to ensure that people can articulate and exercise their rights and seek redress for violations.

A growing global human rights movement is expanding the definition, scope, and reach of rights protections and demanding respect for these rights. Tremendous progress has been made in advancing a universal human rights framework and extending it to those who have faced the greatest marginalization. Governments around the world are committing to protecting human rights through the adoption of this framework. While healthy debate enriches rights discourse and advocacy, and improves our collective understanding of rights, some state and non-state actors are challenging the universality of human rights in the name of culture, religion, security, and development. In this context, a strong and diverse rights movement is more critical than ever.

Through grant making and operational work, the Human Rights Initiative ensures that diverse voices advocate for rights and fosters alliances across rights struggles, organizing our work around three broad goals:

- **Justice systems are fair and equitable, provide redress, and ensure access to justice for all.** While justice systems are often the arbiter of rights, frequently they preserve the interests of those in power at the expense of the marginalized.
- **Discrimination embedded in law, policy, and practice is uprooted.** Achieving equality is difficult or impossible as long as discriminatory laws and practices prevent the full inclusion of marginalized groups.
- **People can organize and participate in policy debates impacting their rights.** Fundamental to open societies are public spaces where through activism, protest, and dissent, all people can demand their rights.

We will **challenge the most marginalizing laws and policies** by seizing opportunities to repeal antiquated statutes, decriminalize consensual homosexual conduct, remove laws that deny legal capacity to persons with disabilities, and protect the rights of women who face multiple forms of discrimination. We will also strive to **build a broad constituency for human rights** that is engaged and diverse and can mobilize new actors to defend and uphold rights. Our experience promoting marginalized voices convinces us that through innovations in campaigning, mobilizing, and messaging, success in this area is possible.

Additionally, through collaborations with network partners, we will contribute our experience empowering communities to hold rights violators accountable and to extend rights protections. In the area of **food security in Africa**, the Initiative will advocate for the right to information of smallholder farmers to improve their access to rights and debates that impact their livelihoods. We will spearhead a framework on **inclusive education**, expanding opportunities for children's full participation in society, and our support for advocacy and litigation on Roma rights will enrich a shared framework on **Roma empowerment**.

I. Program History and Context

The Human Rights Initiative works across issues and geographies to promote a comprehensive vision of human rights that recognizes that rights are not realized through law alone, that innovations in one field can unlock opportunities in others, and that experimentation and collaboration strengthen advocacy strategies. The Initiative capitalizes on opportunities, working in places where there are prospects to advance the rights framework, as well as those where challenges seem intractable. We support groups to engage deliberately in public discourse, recognizing that how people talk about rights is important to how those rights are realized.

Our history

Established in January 2013, the Human Rights Initiative brings together the commitments, legacies, ambitions, and staff of three units: the *Human Rights and Governance Grants Program*, established in 1996 to work in Central Europe and Eurasia in support of human rights, accountability, and the rights of marginalized groups; the human rights portfolio of the *Presidential Grants*, a diverse set of predominantly general support grants advancing global human rights advocacy and the fields of transitional and international criminal justice; and the *Rights Initiatives*, four grant-making and operational initiatives created in 2007 working globally to advance LGBTI rights, disability rights, defendants' rights, and the right to information.

Our posture

The Human Rights Initiative supports civil society groups to engage at the international, regional, and national levels through a combination of advocacy, monitoring, documentation, law reform, litigation, and campaigning to ensure that people can exercise their rights. Our team is grounded in the movements and regions we support, and coordinates closely with other Open Society geographic and thematic programs. As a result, our work builds on a depth of local and substantive knowledge unmatched by most other human rights funders. Our ability to engage at the global, regional, and national levels simultaneously to support diverse voices from across the human rights movement is something few others in the field can do. The Human Rights Initiative's primary tool remains grant making, bolstered by operational work that centers on strengthening the movements we support, elevating the voices of our partners, fostering alliances, and supporting partners with technical assistance.

The context

Human rights principles are core to creating and maintaining open societies. Just as they protect people against the coercive apparatus of the state, characteristic of effective democracies, these principles engender tolerance toward difference and promote the creation of institutions that can respond to the voice of the people and redress rights violations.

In recent decades, the reach and depth of the international human rights framework has grown remarkably. Today, however, even as debates unfold about how to expand and deepen the protections human rights provide and the areas of life they cover, myriad challenges have emerged that threaten the universality of human rights. The regional human rights mechanisms in Europe and the Americas are under pressure to reform in ways that likely would weaken these institutions. Efforts to limit impunity at the International Criminal Court face a backlash. Influential authoritarian regimes use their power to weaken rights protections both at home and in their advocacy at regional and international fora, a role more easily fashioned when many states carve out exceptions to fundamental rights in the name of protecting their borders, national security, or cultural relativism, among others.

The rise in global terrorism and the changing nature of conflict has eroded traditional boundaries separating war and peace, civilians and combatants, state and non-state actors. Some states are limiting civil liberties and suppressing rights in the name of national security and combatting terrorism. This has led to the erosion of rights protections in many spheres, including restricting access to information that, in principle, should be

public; broadening the state’s power to arrest and detain people without charge; and subjecting minority groups to undue harassment by law enforcement.

Inequality and discrimination excludes many from rights protections, a situation only exacerbated by rhetoric that pits the rights of minorities against the prosperity of the majority. A majority that in many contexts is more susceptible to this populist rhetoric if rights protections are only seen as tools to advance the interests of historically marginalized groups and not as fundamental to protecting and improving the well-being of all people. As the divide in many places between rich and poor grows, often state institutions, even those seeking to address rights and inequity, remain remote and inaccessible to those they mean to serve. Moreover, rights abuses are increasingly the result of actions by non-state actors, such as multinational corporations.

There is a growing trend of attacks targeted at rights groups and individual activists. Their ability to organize, advocate, register, and receive outside support is becoming ever more tightly regulated. At the same time, governments are more sophisticated in using technology to limit dissent.

Responding to these challenges, human rights groups can draw on a diverse network of organizations, tools, and skills sets, leveraging the support of the movement as a whole, even as they work within particular contexts or with specific constituencies. Opportunities abound to break out of silos and engage with specialists in other fields. The movement can also seize public debates to reframe the discourse about rights into a compelling narrative that connects with people outside the movement, and mobilizes new actors to counter setbacks.

II. Support to the Field

The Human Rights Initiative seeks to develop strategies that respond to emerging challenges, organizing our work to take advantage of learning and experience across rights struggles. The Initiative is structured around three programmatic themes: Justice, Equality, and Participation. Work on these themes often intersects, allowing for expertise and ideas from one field to bolster work in another. Uniting the three is a portfolio dedicated to strengthening key organizations in the movement. Many of these “anchor” groups undertake work across rights and themes; some are international organizations while others work regionally or at the national level. The following diagram illustrates the Initiative’s basic structure and objectives:



A central goal is the development of strong and vibrant social movements using a rights-based approach. Strong movements can help individual organizations withstand challenges, nurture and promote the participation of new members, debate potential conflicts of rights, and engage with others to develop a shared

vision for reform. While individual project grants support specific efforts, throughout our work we seek to stimulate movement-building within and across fields.

Geography

Currently, just under half of our grant-making goes to organizations based in North America, Europe and Eurasia, but the Human Rights Initiative is a global program that is in the process of expanding our geographic scope as well as seeking to build experience and test new strategies for reform that advance our priorities. In determining the substantive drivers for our work, we are keen to ensure that our priorities reflect not just those groups in contexts where exciting innovations in the rights framework are possible, but also those struggling in places where the focus may be on preventing a further deterioration in rights protections or addressing some of the most challenging violations. Thus, we will prioritize work in some countries because of their regional significance or influence, in others because the needs cannot be ignored, and still others because we see an opportunity or innovation that will be important for the movement as a whole.

Whenever possible, the Initiative seeks to build on the existing efforts of Open Society foundations and programs. This includes engaging staff with substantive knowledge and specific geographic expertise to work in close collaboration with local or regional foundations. The Initiative also works where the Foundations have limited or no capacity on the ground where the need is great or an important opportunity presents itself. Overall, we seek to demonstrate that civil society can have an impact on our priority issues in countries of all sizes, at varying stages of development, and with a range of regional or global influence. More information about the places where we work can be found in Appendix I.

Grantees and Partners

The active participation of affected communities and local ownership at all stages of reform efforts is central to our work. The Initiative's respect for grantees' integrity and interests leads to relationships built on trust and a shared vision. In this regard, significant time and resources are dedicated to developing the field, linking grantees across themes and geographies, and fostering alliances and coalitions around shared goals. The Human Rights Initiative supports grantees by:

- Strengthening their skills and experience, particularly those of constituency-based and grassroots groups that are directly connected to those experiencing rights violations;
- Supporting groups with visionary leadership to develop robust organizational capacities;
- Supporting groups to generate reliable, evidence-based research to serve as a basis for advocacy;
- Helping groups use their experience in service-provision to develop strategies for law and policy reform; and
- Connecting grantees' strategic litigation efforts, particularly at the international level, to rights movements that can push for their implementation locally.

Significant efforts are also made to influence the priorities of other donors to increase funding for rights advocacy. Open Society Foundations is one of the largest and most influential supporters of the field, together with several other private foundations, chief among them Ford, MacArthur, Oak, an anonymous donor, and the Sigrid Rausing Trust. Multilateral and bilateral donor agencies, principally the European Union, AusAID, USAID, and Western European governments, also provide substantial support for human rights work, though rarely through general support for civil society. With few exceptions, a handful of other donors fund the kind of rights-based advocacy we support. Examples of the kinds of grantees we work with across the Initiative can be found in the appendix.

Anchoring the MOVEMENT

The global human rights movement works to ensure the practical and effective enjoyment of rights, particularly for the most marginalized, and to end impunity for violators. It is anchored by a number of global, regional, and national organizations, most of which work across geographies and themes. The Human Rights Initiative provides support to many of these anchors because of the critical role they play in developing and defending the human rights framework; advancing the movement through their impact, credibility, and professionalism; and ensuring accountability for the most egregious human rights violations, including war crimes.

Making human rights protections meaningful and effective

Global organizations such as Human Rights Watch, the International Federation for Human Rights, and Physicians for Human Rights are known for their ability to document human rights abuses worldwide, secure legal remedies for victims, or compel members and professionals to promote rights. By focusing international attention on rights violations, these organizations give voice to victims while putting pressure on state and non-state actors alike, increasing the political cost of human rights abuse. Over the years, many of these grantees, in solidarity with national groups, have helped shape legal and policy frameworks to advance human rights.

Ensuring accountability for grave abuses

Closing the impunity gap for the gravest abuses has been one of the key aims of the human rights movement. International human rights groups in concert with national and regional actors play a vital role in making sure that abuses are documented, perpetrators are punished, and victims receive meaningful redress. There have been many advances in the legal framework for accountability, including the creation of new judicial institutions. Despite these advances, for many redress is slow or non-existent. Human rights groups are working to expand our tool kit to hold perpetrators accountable and ensure victims can access remedies.

Ensuring local voices can mount a defense of rights

A number of effective and influential human rights groups operate at regional and national levels. In societies where justice systems are not independent and rights abuses abound, these organizations play a critical role in documenting and reporting violations and calling international attention to systematic abuses and the need to preserve the space for activism. Other groups serve as anchors in their regions, undertaking strategic litigation and advocacy at the national and regional levels, while lending support, reputation, and access to high-level debates to local partners. The organizational strength of these groups, and their relative stability in the field over the years, frequently allows them to mentor new or emerging groups.

During the last 20 years, the Polish Helsinki Foundation for Human Rights has educated over 2,000 human rights activists, and in its year-long advanced course has trained over 240 leaders from Eastern Europe, Central Asia, and the Caucasus. Course graduates lead more than 200 human rights organizations that have prepared numerous submissions to the European Court and various United Nations bodies.

Promoting JUSTICE

Some of the worst rights violations occur in places where institutions not only fall short of protecting rights, but where they perpetuate injustice, reinforcing marginalization and disadvantage. These violations have been exacerbated by the global war on terror in which some states are suspending fundamental due process rights in the name of national security, often disproportionately impacting certain groups. The Human Rights Initiative strives to promote fair and equitable justice systems and mechanisms to improve access to justice by:

Increasing access to justice and respect for due process rights

In criminal justice systems around the world, rights on paper are often ignored in practice. In many places, quality lawyers are unavailable, legal aid schemes are non-existent or underfunded, court backlogs are massive, and there is little accountability on the part of the system for its failures. In others, the justice system actively discriminates against certain groups. Civil society engages in this field in a variety of ways. Groups promote early access to legal aid through law and policy reform, strategic litigation, and testing models of good practice. In places with few lawyers, paralegals provide detainees with legal advice while identifying bottlenecks in the system in need of reform. Other groups challenge discrimination in the system, advocating for the repeal of laws and practices that place some populations at a disadvantage. Coalitions that recognize that multiple voices are needed to impact rigid bureaucracies and deeply entrenched practices are essential in this work. The Human Rights Initiative supports such coalitions, as well as groups able to demonstrate learning from their work, particularly from legal aid provision and advocacy. The Initiative will support efforts such as these to compel the state to provide early access to effective criminal legal aid and to ensure that laws that protect the rights of the accused are implemented.

Reducing the overuse of incarceration and encouraging alternatives to detention

Those unable to afford a lawyer are often denied the right to challenge the grounds of their detention, contest flimsy charges, or await trial in liberty. In many countries, the right to bail is enshrined in law, but is seldom accessible to those without a lawyer. In some places, demands for public safety lead to increasingly rigid penalties, and many offenses are deemed to be “unbailable.” In others, laws that curtail rights in the name of national security result in arbitrary arrest and indefinite detention. In the case of persons with psychosocial or intellectual disabilities, medical evaluations can lead to prolonged or indefinite detention.

In addition to advocacy around legal aid, rights groups address these problems by promoting the use of alternatives to detention in criminal justice systems. Some develop models for possible alternatives to detention, such as victim-offender mediation or diversion. Others challenge the state’s failure to use alternatives through litigation and advocacy. Groups also promote alternative sentencing, and where incarceration is deemed necessary, work to ensure that sentencing is proportionate. A few partners challenge the system’s failure to accommodate the needs of certain detainees, such as women, LGBTI people, or persons with disabilities, among others. We seek to limit the negative impacts of incarceration by promoting alternatives and combating discrimination in the criminal justice system.

The Catholic Justice and Peace Commission in Malawi is working to reduce the number of people in pretrial detention accused of petty offenses by using diversion to resolve disputes outside of the formal system based on guidelines endorsed by the Public Prosecutor’s office.

Ensuring oversight of places of detention and accountability for torture and ill-treatment

Rights violations are common in prisons and detention centers. Physical conditions can amount to inhuman and degrading treatment. The lack of effective complaints mechanisms means that abuse often goes unchallenged. Groups in the field strive to document violations, seek redress for victims, and increase the transparency and accountability of systems. Grantees advocate for the establishment of independent oversight mechanisms for closed institutions and conduct regular monitoring to push for reform. Others seek redress for torture victims and advocate for the prosecution of abusers. By supporting efforts to design effective oversight mechanisms and ensure legal remedies for victims, we work with partners to reduce torture and ill-treatment.

Advancing EQUALITY

Tolerance and respect for difference are central to the creation of open societies. Marginalization and discrimination result in the invisibility of certain groups, leading to deep disadvantage in access to public goods and services, and often violence and abuse. While some organizations seek to combat discrimination generally,

the equality field is comprised primarily of constituencies that have organized themselves to advance their rights. Some of these include racial and ethnic minorities, persons with disabilities, women, LGBTI people, indigenous people, and religious minorities. The Human Rights Initiative focuses its efforts where it has substantive expertise, linking legal strategies with movement-building in the following ways:

Ensuring legal remedies for victims of discrimination and promoting equality frameworks

Laws can both entrench and confront marginalization. Laws are used to criminalize homosexual conduct, restrict women's reproductive rights, segregate within or exclude children with disabilities or Roma children from education systems, and deny persons with disabilities' legal capacity. Many countries have at least some anti-discrimination laws or provisions, though significant gaps remain, and governments often fail to implement the protections that do exist. A growing number of advocacy and litigation organizations seek to advance anti-discrimination protections by amending legal frameworks to clearly protect the rights of marginalized groups and by challenging discriminatory laws and policies in the areas of access to education, employment, and justice. For litigation and law and policy reform strategies to be successful, ownership by constituency-based movements is essential. The Human Rights Initiative plays a critical role supporting the development of litigation and broader advocacy capacities that bolster the work of constituency-based groups.

Supporting the development of strong constituency-based groups

Legislation to prohibit discrimination is an important foundation for this work, yet legislation in and of itself will not lead to equality or end discrimination. Cultural and structural changes are also required. While allies are essential, local movements and organizations led by people facing discrimination are best placed to mobilize constituents to demand their rights. As the slogan of the disability rights movement, "nothing about us without us," underscores, policy-making and debate about discriminated groups too often takes place without their participation. Engaging affected communities in advocacy is fundamental to the development of law, policy, and practice that reflects the needs and aspirations of marginalized groups. Visibility is also critical in changing public attitudes, especially for groups like the LGBTI community who have often been forced to hide their identity due to discrimination. Many constituency-based groups need significant support to strengthen their advocacy skills. At the same time, these groups can work in isolation, hindering learning across rights struggles and sometimes resulting in groups advancing their interests at the expense of the equality aspirations of other marginalized groups. The Initiative seeks to identify linkages across movements and frame interventions in ways that expand rights for all.

Elevating the voices of the most marginalized

Because marginalization takes place even within oppressed communities, efforts to elevate the voices of the most marginalized, such as persons with intellectual or psychosocial disabilities in the disability movement, transgender people within the LGBTI movement, or women and youth facing multiple-discrimination, are essential. Many groups in this field are nascent organizations that tend to have few paid staff and a modest program of work. Supporting these groups to develop advocacy about the rights violations they experience gives voice to concerns that often are neglected by others in the human rights community. Yet, too often, these perspectives remain invisible, under-valued and under-funded by donors in the field. Within its equality work, the Initiative promotes the work of the most marginalized to engage in advocacy and shape debates.

In 2011, the Peruvian Down Syndrome Society led advocacy efforts in Peru to ensure that 23,000 persons with intellectual disabilities that were removed from voter registries had their voting rights restored.

Ensuring PARTICIPATION

People the world over have risen up at the failure of their leaders to deliver the freedom, opportunities, and basic services to which they are entitled. This growth in public dissent has been facilitated by the advent of new technologies. Some states have responded by imposing greater limitations on groups' ability to organize

and advocate for rights. The Human Rights Initiative works to protect the right to know and to give voice to rights advocacy, securing public space for activism, dissent, and protest that is sacrosanct in open societies.

Countering undue restrictions and repression against human rights defenders

Human rights defenders fight for the respect of rights across fields and professions. They can be community leaders, journalists, lawyers, trade unionists, students, and NGO activists. In many contexts, defending rights is a high-risk activity. Activists are victims of harassment, arbitrary arrest, ill-treatment, and even murder. Rapid response for defenders at risk has been the main priority of donors in this area. Yet there is also a need for addressing the struggles human rights defenders face on a daily basis, as governments move to constrain the space for activism, placing administrative burdens on groups' operation and limiting access to funding. The Human Rights Initiative supports efforts to extend protections for human rights defenders and ensure freedom of association.

The Russian group Memorial took a case to the European Court of Human Rights to contest a law requiring organizations receiving funds from abroad to register as foreign agents and which has resulted in fines against a number of leading rights groups.

Protecting the space for public debate, dissent, and protest

In many parts of the world, the human rights community acts as a shield against efforts to limit debate, dissent, and protest. While there is a robust movement working globally to promote freedom of expression, local groups challenging restrictions in particularly hostile environments still struggle to access funds and often work in isolation. Moreover, as technology offers activists the opportunity to expand the space for dissent from the town square to the virtual world, the community of actors is growing to include technologists and web-based organizers. These efforts must be connected so that local activists can mobilize their constituencies and reach wider audiences. The Human Rights Initiative supports rights groups working to defend public protest and dissent and to work with new technologies to enhance their ability to undertake effective advocacy, mobilization, and outreach, particularly in places where public activism is under threat.

Compelling states to release and produce data on human rights obligations

Effective access to public information is a precondition for exercising many other human rights, especially the right to participate. Even as governments commit to making more information accessible to the public through a range of transparency commitments, human rights information may still be difficult to access. Some grantees have been successful in using these commitments to compel states to produce more meaningful data on their progress in fulfilling their human rights obligations. In other instances, groups have used the right to information to document how states' data collection methodologies reinforce marginalization, and to demonstrate how certain data is necessary to meeting human rights obligations. The Human Rights Initiative supports groups to use the right to information to ensure that communities can access government-held information that impacts their rights and, when such data is unavailable or inadequate, works with grantees to compel states to produce information that can be used to monitor progress toward rights commitments.

More detail on the kinds of organizations we support across these three themes is can be found in Appendix II.

IV. Concepts and Initiatives

The Human Rights Initiative builds linkages among rights struggles through our own initiatives, engaging partners across our work on justice, equality, and participation. In the 2014-2017 strategy period, the Initiative will tackle two significant challenges facing the human rights movement: **marginalizing laws and policies** and **the need to build a broader constituency for human rights**.

Challenging the most marginalizing laws and policies

The challenge

Discriminatory laws and policies continue to exist around the world. With these laws and policies in place, it is difficult or impossible for those impacted to realize their rights fully. Some of these laws deny basic rights to specific groups or apply criminal sanctions to the activities of whole populations. Examples include: laws and policies that criminalize homosexual conduct; deny persons with disabilities legal capacity; fail to protect minority women from discrimination and violence; result in the unfair profiling of persons due to their race, ethnicity, or religion; or result in the incarceration of large numbers of poor and marginalized people for petty offenses. These laws and policies institutionalizing discriminatory treatment give license to a host of abusive and marginalizing practices that cannot be addressed effectively until they are repealed.

The opportunity

Global social movements of those who historically have faced marginalization are growing and demanding that their rights be respected and protected. As a result, there have been significant developments toward the recognition of states' responsibilities to protect the rights of all. Recent examples include the adoption in 2006 of the UN Convention on the Rights of Persons with Disabilities (CRPD), which has resulted in a paradigm shift, affirming that persons with disabilities have the right to full inclusion and participation in every aspect of society. To date, 133 countries have ratified the CRPD, triggering a flurry of legal reform worldwide. In 2011, the UN Human Rights Council adopted an historic resolution expressing concern about violence and discrimination against persons based on sexual orientation and gender identity, and the continued existence of statutes criminalizing consensual homosexual conduct. Other international and regional mechanisms have also begun to hold states accountable for protecting the basic rights of LGBTI people. These developments at the international and regional levels, combined with the growing strength of these social movements in individual countries around the world, are creating opportunities for significant law and policy change.

Our insight

While there is growing global momentum for reform of discriminatory legal and policy regimes, this potential will be realized only through advocacy and implementation at the domestic level. As such, it is critical that international and regional partners work hand-in-hand with local groups representing impacted constituencies, given the risks involved and the need for local movements to press forward once repeal or reform of discriminatory laws and policies is achieved. Additionally, legal challenges must be coupled with public education and outreach to counter the deeply ingrained prejudices or misconceptions that underlie these laws. While the Human Rights Initiative will continue to advance equality through a range of approaches via our support to the field, with this initiative we will capitalize on the increased attention to the rights of marginalized groups to dismantle some of the most discriminatory laws, policies, and practices by advocating for national-level law and policy reform, piloting alternatives to discriminatory systems, and supporting strategic litigation.

Our activities

Building on existing work, working closely with other Open Society programs, and identifying strategic opportunities to promote reform, examples of efforts the Human Rights Initiative will undertake in this area include:

- Removing or revising antiquated statutes in criminal codes and reclassifying petty offenses to reduce the widespread use of incarceration for minor charges or the violation of municipal ordinances (Hungary, Kenya, and Malawi);
- Repealing statutes that criminalize homosexual conduct between consenting adults (Belize, Jamaica, and Mozambique);

- Removing plenary guardianship statutes that deny legal capacity to persons with disabilities, and adopting laws and policies that recognize states' obligations to provide support in decision-making (Bulgaria, China, Croatia, Czech Republic, Mexico, and Zambia);
- Supporting efforts to ensure that laws and policies against gender-based violence address the needs of women who face multiple forms of discrimination, including the development of accommodations in the justice system to enable these women to report crimes, ensure investigation, and provide testimony (Bulgaria, Peru, Romania, and South Africa); and
- Eliminating policies that result in forced sterilization of marginalized women (Colombia, Hungary, Kenya, and Slovakia).

Additional information on these activities can be found in the Appendix III.

Monitoring Risk and Progress

There are many potential risks in this work that will have to be considered carefully as we take forward initiatives in this area. We know from experience that achieving reforms on paper does not necessarily result in changes in practice. We may succeed in eliminating antiquated statutes from the criminal code, for instance, and have little impact on police practices of arrest and detention. Police might charge offenders with more serious crimes for activities which they previously treated as petty offenses, resulting in longer sentences. We will need to ensure that our efforts to change law and policy are matched by work to change practice wherever possible. A main concern in the work around repealing criminal sodomy laws is that such efforts could inadvertently generate support for both the laws and their implementation. As with any litigation, there is a risk of poor jurisprudence even in well-framed cases, which could serve to reinforce exclusion.

In order to mitigate risks, the Human Rights Initiative will work closely with local partners to analyze the situation on the ground in each case, considering if and how discriminatory laws are used, by whom, and for what purposes; courts' dispositions toward these types of legal challenges; the capacity and role of relevant law reform commissions; political support for change; and the public's likely response to our efforts. Some of this analysis has been done in choosing focus countries, but this must be undertaken in detail before moving forward with more robust campaigns. We will also develop plans in advance for managing failures and unexpected outcomes, seeking to minimize our partners' exposure to risk.

Building a broad constituency for human rights

The challenge

Even as we see people around the world raise their voices in protest against their governments, the rights discourse that dominates public debate fails to resonate with many in those societies. While policy-makers and the public have become more familiar with the language of rights, debates about whether human rights are a luxury we can afford abound. The question can be literal in the face of economic crises or more ideological as rights are pitted against national security or deemed culturally irrelevant. The conclusion, however, is often the same: rights should apply only to some people some of the time.

Increasingly, states are coordinating strategies within regional and international organizations, leading to the adoption of resolutions that weaken human rights protections, such as the recent Russia-led United Nations Resolution on Traditional Values. These kinds of attacks on a comprehensive and inclusive concept of human rights have been used to undermine the rights of particular groups, target and isolate human rights defenders, and expand states' powers to suspend rights. Defamatory attacks are also being leveled at human rights defenders to discredit them, labeling them traitors, spies, or extremists.

This backlash has prompted sober reflection among human rights defenders about the risk of complacency. Support for human rights must withstand the attacks of detractors who would seek to violate rights. The

movement also must be able to engage convincingly with those who are struggling to weigh competing policy demands or integrate rights with other values. Realizing these imperatives and the different strategies that may be needed to address them, human rights defenders must cultivate a constituency for rights that is broader than international organizations, liberal elites, and friendly governments. Support for rights work needs to be grounded in the local community, and rights groups must build alliances with new partners who can assist in generating broader public support for their work.

The opportunity

The human rights movement is more diverse and networked now than at any time in its history. Small rights advocacy organizations working in local communities use their links with like-minded organizations globally to bring attention to violations and seek redress. Building upon this connectedness, some groups are developing new strategies to generate broad support for rights and their underlying values. Human rights funders are providing more support for the creation of sophisticated campaigning and communications plans, including the use of social media, to reach larger audiences and attract new allies. The structure of the human rights movement is also changing. Groups are increasingly looking to their peers across borders to develop contextually-relevant advocacy strategies. This desire for solidarity across borders combined with new funding from donors like the Ford Foundation, which is investing substantially in developing the international advocacy skills of leading groups in the Global South, provides an opportunity to develop strategies to mobilize new actors to counter arguments seeking to limit rights.

Our insight

The human rights movement can seize upon its increasing diversity and connectedness to engage new allies and, together, develop a broader base of support for rights. We will work with our partners to advance new and build on existing strategies that show promise for engaging a diverse constituency for human rights and rallying new actors to defend rights. This will entail collaborating with partners to enrich their rights advocacy with efforts to cultivate the participation of communities impacted by their work and to expand their memberships. We will work with partners to look beyond their traditional bases of support and reach out to groups and institutions that are important community actors—such as religious groups, professional associations, student and youth groups, anti-poverty organizations, and labor organizations—not only to build new alliances but to enrich the rights discourse. We must also challenge the assertion that rights are the vernacular of the North by supporting actors in the South to speak out in defense of rights, as well as their efforts to build robust regional networks that are contextually relevant and inclusive. In this way, the Initiative seeks to foster greater solidarity among rights advocates, while challenging them to marshal new allies and, together, develop messaging strategies that uphold the values of dignity, equality, and justice that underpin human rights.

Our activities

Building upon our existing work to promote greater solidarity across rights movements and to advance recognition of the rights of marginalized groups, examples of efforts the Human Rights Initiative will undertake in this area include:

- Linking national and regional rights organizations across thematic issues and geographies to mobilize members and supporters to hold governments to account for abuses, challenge illiberal trends, and support human rights defenders (Eurasia, Southern Africa);
- Developing contextually-relevant strategies to advance equality and interdependence of rights in the face of arguments made by those who use religion and culture to undermine support for equal rights (Eastern Europe and Sub-Saharan Africa);
- Building alliances with progressive clergy and religious groups to work from within their religious traditions to promote human rights, reformulate discourse and engage constructively in debates about human rights and religion (Southern Africa);

- Experimenting with partners to develop strategies that promote a comprehensive vision of rights focusing on the intersection of business and human rights (Global); and
- Working with rights groups and technologists to develop effective and practical funding strategies that can enhance how human rights activists use technology to document and advocate for rights and mobilize their constituencies (Global).

Additional information on these activities can be found in Appendix III.

Monitoring Risk and Progress

Efforts to develop and experiment with new methodologies are always risky, particularly when those strategies are tackling entrenched stereotypes and populist political rhetoric. Even the best campaigns can fail to move the hearts and minds of the public or muster sufficient support to counter prevailing attitudes. Where states use national security rhetoric to curb rights, politicians' appeals to public fears can be particularly difficult to counter, even with the most pragmatic arguments. There is also the danger that even with greater attention to the need to reach new allies, we fall back on the communities that we know how to reach and with whom we already have a common understanding.

Building a broader constituency for human rights is not a new challenge. The movement has always been looking to expand its base of support, whether by engaging military leaders to speak out against torture, or family members of stigmatized groups to advocate for tolerance and inclusion. Some of these efforts have been more successful than others and translate across contexts more effectively. We will look to organizations that have demonstrated success in campaigning to help develop and critique new strategies, as well as organizations that are able to analyze the context and discern how to frame approaches that respond to the political and public climate. While strategic advocacy and communications work is critical, fostering a stronger base of support will require a diverse tool kit and experimentation.

Another challenge is getting rights groups to work together and agree on strategies and partners. Collaboration is particularly difficult in contexts where groups are working in extremely challenging conditions. International and regional partners can support these groups with advocacy, but they also place additional stress on these organizations, which may need to coordinate and inform those advocacy strategies. These groups can be poorly-resourced, isolated in their own countries, and struggling to respond to emergencies while managing existing work. Even with support, these groups may find managing new networks and risks overwhelming. Social media and new technologies also can put groups at greater risk, particularly in certain contexts.

Our efforts to engage with donors around technology and organizing are designed in part to mitigate some of these risks. We will also work with partners to think through not just the campaigning strategies we are developing, but also the implications for their organizational development and mitigation strategies that anticipate backlashes and security risks. While we will remain ambitious, we will also try to develop goals that are realistic and achievable in order to ensure that partners are not overstretched and are not put in compromising situations.

V. Shared Frameworks

Human rights issues will likely be central to many of the Open Society Foundations' shared frameworks. In evaluating our participation in shared frameworks, we will consider our staff capacity to contribute substantively, the extent to which the framework builds on our existing efforts, and opportunities to connect the framework with our grantees' initiatives.

Food security in the context of climate change in Africa

The Human Rights Initiative will focus on empowering communities, particularly smallholder farmers and women, to exercise their right to information to enhance their access to policy debates that impact their livelihoods. Without access to information, participation, and a legal remedy, farmers and communities cannot make informed choices and be equally represented in law and policy debates around food security and land rights. We will work with our right to information partners to support smallholder farmers and women who own or cultivate land to use the right to information to help shape laws and policies pertaining to food production and land use. Where important information is missing, these actors will be supported to compel the state to produce it or access it from other sources. The Human Rights Initiative will bring to this framework our partnerships with right to information groups, advocacy networks, and human rights defenders in southern Africa. We will work closely with the Open Society Initiative for Southern Africa, the Open Society Justice Initiative, and the Money and Public Interest program.

Inclusive education

A child's right to equality and participation should be realized in and through education. Too often, education structures relegate children with disabilities and children from ethnic or linguistic minorities, such as Roma, to inferior schools and classrooms, or exclude them from education all together. The Human Rights Initiative is spearheading an effort with the Education Support and Early Childhood Programs that would promote changes to legislation, policy, practice, financing, and cultures at multiple levels to advance inclusive education. This will require changes throughout the education system from early childhood interventions to transition from secondary school, an effort that would be bolstered by collaboration with outside partners, including international and bilateral financial institutions and UN agencies. We will capitalize on the Open Society's investments in the field to eliminate discriminatory education structures and support inclusion in a select number of countries. As a part of this effort, we will leverage expertise and resources from additional network and foundation colleagues, as well as external partners. The Human Rights Initiative will contribute its experience working to ensure children with disabilities and Roma children have an equal right to inclusive education. As we undertake these collaborative endeavors, our grant making in this area will expand, as will staff resources dedicated to this work.

Jekhutno

For the past fifteen years, the Human Rights Initiative has been one of the primary supporters of legal advocacy for Roma rights, funding most of the leading organizations in Europe engaged in impact litigation, law reform, and rights-based policy advocacy on behalf of Roma. With the Roma Initiative's proposed *Jekhutno* shared framework, we look forward to exploring possibilities for linking these efforts with the work on Roma empowerment and policy advocacy more broadly. We also consider *Jekhutno* as a place for assessing how the legal advocacy we are supporting can translate into better protection of Roma rights, connecting these efforts more firmly with our interventions in other fields around constituency-building and campaigning as an essential accompaniment to litigation.

VI. Other Significant Collaborations

The Human Rights Initiative collaborates closely with a number of Open Society thematic and geographic programs and foundations, as well as other donors in the human rights field on shared goals. Some of our most significant collaborations cross the three themes of our program work: equality, justice, and participation.

Significant geographic collaborations

The Human Rights Initiative develops its interventions together with Open Society geographic programs and foundations, and engages closely with regional staff to support implementation. These close working relationships allow us to take advantage of local expertise and existing partnerships, enhancing the impact of our work and offering greater support to grantees.

Significant collaborations include: **China Program, Russia Program, Latin America Program, Open Society Initiative for East Africa, Open Society Initiative for Southern Africa, Open Society Initiative for West Africa, Open Society Initiative for Europe, TIFA, Foundations in Central Asia, South Caucasus, Western Balkans, Moldova and Ukraine**. We are exploring how to strengthen our collaborations with the **Arab Regional Office**, the **Burma Project** and the **Southeast Asia Initiative**.

Expanding philanthropy and donor collaborations in support of human rights

The Human Rights Initiative is active in important human rights donor networks including the US-based **International Human Rights Funders Group** and the European-based **Ariadne Network**. This includes providing other donors with our insights on opportunities and challenges for supporting human rights work in the geographies and thematic areas where we are most active. We also partner closely with other donors in supporting prioritized areas of rights work such as: playing a leadership role with the **Global Philanthropy Project** for LGBTI rights working with donors like **Arcus, Ford, Astraea**, and **HIVOS** to expand and better coordinate support for LGBTI rights; partnering with the **Disability Rights Fund** and **Wellspring Advisors** to increase philanthropy in support of disability rights advocacy in the Global South; and working with the **Oak Foundation** on rights of people in detention in Russia, India, and Brazil.

The Human Rights Initiative also collaborates closely with other Open Society thematic and geographic programs and foundations on particular areas of work that fall under one of our three themes. Below are some of the more significant collaborations we will undertake under each theme during this strategy period:

Justice

Combating Torture

The Initiative will continue to collaborate with the **Central Eurasia Project** and the **Foundations in Central Asia** on anti-torture work. This includes promoting coalition-building to encourage civil society activists in Kyrgyzstan, Kazakhstan, Tajikistan and other countries to work together toward a shared vision for reform that builds upon successful international litigation. With the **Open Society Justice Initiative**, we are also exploring the expansion of this work to other countries.

Challenging punitive drug laws

A growing number of human rights organizations are engaging at the intersection of drug policy and criminal justice, resulting in opportunities to support alternative law enforcement and justice sector approaches to drug control. The Initiative will work with the **Latin America Program**, the **Public Health Program**, and the **Global Drug Policy Program** to support groups to reduce incarceration. This will include support for research on the relationship between drug laws and policies and incarceration, campaigning to shift public opinion to a harm reduction approach, and litigation and advocacy for reforms that remove criminal sanctions for drug possession for personal use. Efforts will focus on Brazil, Colombia, and Russia.

Pretrial detention in Africa and Latin America

The Human Rights Initiative will continue to collaborate with the **Open Society Justice Initiative** on work related to pretrial detention, particularly in Africa and Latin America. This will include efforts to promote regional standards and support subsequent implementation and monitoring of the application of these standards.

Equality

Disability Rights Legal Education

The Human Rights Initiative is expanding opportunities for legal education in disability rights. We facilitate connections between universities in the Global South and the consortium of universities that participated in the highly successful Disability Rights Scholars Program, an effort that had been funded by the **Scholarships**

Programs since 2011 to provide scholarships to expand the pool of advocates trained to harness the innovations of the UN Convention on the Rights of Persons with Disabilities. We will build on these connections through collaborative efforts undertaken with the **Higher Education Support Program, OSISA, and OSIEA** by supporting law faculties in Southern and Eastern Africa to develop disability rights curriculum. In consultation with the **Latin America Program**, we are developing a similar network in the Americas. At the same time, we will expand collaboration with the **Justice Initiative** to support university-based legal education clinics in the law faculties in Africa and Latin America participating in the curriculum development project.

Open Society African LGBTI Rights Sub-Team

Recognizing that LGBTI rights work in Africa is challenging, the Human Rights Initiative created an African sub-team to advance work in this region, consisting of staff from our program, all **Open Society African foundations**, the **Africa Regional Office**, and the **Public Health Program**. The team develops and implements a detailed strategy for LGBTI rights work in Africa and coordinates Open Society responses to urgent issues that arise.

Health and human rights

One of our most significant internal collaborations is with the **Public Health Program**. During the 2014-2017 strategy period, we will continue to develop and implement joint strategies in several areas including: advancing the basic human rights of transgender persons particularly with respect to the right to have their chosen gender legally recognized and access to appropriate, quality health care; promoting the rights of persons with disabilities, especially in the areas of deinstitutionalization and mental health law reform; and using the right to information to support advocacy around access to health care.

Access to justice for women with disabilities

The Initiative collaborates with the **International Women's Program** to build linkages across the disability rights and women's rights movements, focusing on increasing access to justice for women with disabilities. Together we support groups working on this issue in Colombia, Palestine, Nepal, and Uganda.

Participation

Entrenching the right to information in Africa

Until five years ago, only four countries in Africa had right to information laws. Together with the **Justice Initiative** and all the **African Foundations**, the program has helped build momentum for advocacy efforts that have more than doubled the number of laws in Africa. Additionally, the adoption of a Model Law on Right to Information by the African Commission, which Open Society helped spearhead, will build further momentum. With technical support from the **Justice Initiative**, and support of the **African Foundations**, we will resource civil society organizations to push for effective implementation of the right to information.

Supporting strategies that enhance data collection for rights advocacy

The Human Rights Data Initiative is a joint initiative with the **Information Program** that seeks to address the gap between human rights and transparency institutions and digital and technological tools in the fields of communication, security, and evidence-based policymaking. Together we will focus on redesigning information infrastructure for core human rights actors. We will work to foster emerging data practices that enhance monitoring and advocacy.

Building the next generation of human rights advocates

Since 2006, the program has partnered with the **Scholarship Programs** to support new voices to the human rights field. In the past seven years, we have supported over 40 participants in Open Society-funded graduate programs to advance practical skills through tailored human rights internships. The Internship Program assisted over 90 percent of the interns to continue careers in the field, and helped 10 graduates find

employment in their host organizations, many of them long-standing partners. Going forward, we plan to offer internships which focus on anti-discrimination and equality frameworks.

VII. Internal Operational Plans

The transition from three distinct programs operating with separate budgets, priorities, and geographic mandates, to a unified structure that brings together a diverse body of work into a common strategy will be a project that unfolds over the course of the 2014-2017 strategy period. Recognizing that each of the former programs has existing commitments to partners and places, the next four years will include a focus on taking forward the strategy while reorganizing our teams to reflect the new program structure and priorities. In this transition we will strike a balance between meeting our existing commitments while at the same time responding to new opportunities. The major changes proposed include:

Shifting geographic distribution

As mentioned above, our grant-making reflects our legacies, and a significant share of our support goes to organizations working at the international level, or based in Europe and Eurasia. The geographic distribution of the Human Rights Initiative's portfolio will need to reflect where the greatest needs are within each of the program's priority areas and existing Open Society capacity to address them. While this will require a gradual shift of resources from the international level and Europe to the rest of the world, we do not anticipate the result will be an even distribution of funds across all regions. Instead, within each thematic area, the Human Rights Initiative will seek to have geographic diversity in its grant-making and activities that reflect the needs, opportunities, and innovations in the field, our ability to leverage existing Open Society efforts, and complement the work of other donors.

Maintaining a commitment to risk-taking

Both donors and partners in the human rights movement recognize the vital role Open Society plays in funding high-risk programming, whether that risk derives from the public controversy surrounding particular activities or issues, the challenging environments in which work is unfolding, or experiments in new approaches in the field. While we do not seek out risk-taking for its own sake, and try to minimize risk whenever possible, we do not shy away from supporting groups that are proposing untested strategies or experimental initiatives when we believe they hold promise for generating important advances in our core areas of work. Our ability to take risks, such as funding emergent organizations or supporting partners to develop new models, is mitigated by our deep engagements in those fields and our understanding of the movements in which our partners are working. We also structure our support recognizing that change is often incremental and allowing us to provide necessary technical support and monitor work closely.

Seizing opportunities

Even as we develop our core areas of work, it is equally important that the Human Rights Initiative has the capacity to explore work in areas beyond the current focus of our programs, such as emerging fields and incubating new ideas and concepts that can drive change. Moreover, the fields in which we work are constantly shifting: regimes change, the structure or posture of institutions alter, events happen to move public opinion in unexpected ways, or innovative human rights instruments demand that we fashion new responses. It will be particularly important to ensure a flexible structure and a modest discretionary fund that allow the Initiative to shift resources to take advantage of opportunities, to recalibrate work as shifts in the context require, and to support new efforts that promote a comprehensive concept of rights beyond our particular priority areas.

Re-evaluating long-term partnerships

Human rights advocacy often involves a combination of perseverance and patience. Though funding to the field frequently takes the form of time-bound project support, the rights struggles at the core of our work often do not fit comfortably into a project period. Recognizing this, the Human Rights Initiative dedicates a

substantial proportion of its budget to providing long-term support that gives groups the flexibility to develop, sustain, and strengthen their human rights advocacy. While we intend to retain this flexibility and commitment, we also recognize that the field is dynamic and diverse, and that we must respond to emerging issues and opportunities by freeing up resources from existing commitments. To do this responsibly, the Human Rights Initiative is developing a system for assessing long-term partnerships. In 2014, we will focus on assessing grantees of a decade or more, with a view to designing a responsible exit strategy for those groups that we no longer consider to be key partners for our work or anchors in the field.

Enhancing communications and information resources

To date, our communications efforts have been limited and have focused on elevating the voices of grantee partners. As the movement struggles with the public discourse on human rights and our partners face capacity challenges around their own communications strategies, the Human Rights Initiative will need to increase its staff capacity to develop our own communications strategy. We will also need to improve our ability to share information on human rights grant-making, philanthropy, and strategies within Open Society and among donor partners. While we do not envision a formal coordinating role for the Initiative within the network, there is an appetite among our colleagues to share resources, identify innovative approaches, and explore common areas of work across geographies and themes in order to foster an internal community of practice. Similarly, our donor partners value the diversity of work Open Society undertakes in the human rights field. Developing more capacity to draw lessons from our work and to speak to that diversity will enrich those partnerships.

Building a global team to maintain excellence in grant making

The Human Rights Initiative builds strong relationships with our grantees. This includes careful vetting of proposals and active monitoring of funded activities. We also help partners evaluate the impact of their work, make connections with possible allies and experts in the field, plan future directions for advocacy, and identify opportunities to catalyze change. In each of the issue areas and geographies where we are active, the Human Rights Initiative staff members possess substantive and geographic expertise to inform our support to the field and operational programming. In order to take advantage of emerging opportunities and to maintain and deepen our commitment to excellence in grant making, in the coming years we will look to expand staff capacity operationally and administratively. We will also strengthen our approach to assessing the impact of our investments and evaluating our ongoing strategies, engaging our advisory board and network partners in portfolio reviews.

More detail on these plans is available in Appendix IV.

Appendix I: List of Priority Countries for 2014

Africa	
Botswana	Equality
Ghana	Participation
Kenya*	Justice; Participation; Equality
Liberia	Participation
Malawi	Justice; Equality
Mozambique*	Equality
Nigeria	Participation; Equality
Senegal	Equality
South Africa*	Participation; Equality
Uganda*	Participation; Equality
Zambia*	Justice; Equality
Zimbabwe*	Equality
Asia	
Burma	Equality
China*	Equality
India	Justice
Indonesia	Justice; Participation
Nepal	Equality
Philippines	Participation
Europe and Central Asia	
Albania	Justice
Armenia	Participation, Justice
Azerbaijan	Equality
Bulgaria*	Equality
Croatia*	Equality
Czech Republic*	Equality
Georgia*	Justice; Participation; Equality
Hungary*	Equality; Participation
Kazakhstan	Equality
Kyrgyzstan	Justice; Equality
Latvia*	Equality
Moldova*	Equality
Mongolia	Equality
Poland	Equality
Romania*	Equality
Russia	Justice; Equality; Participation
Slovakia*	Participation
Ukraine*	Equality, Justice
MENA	
Jordan	Participation
Lebanon	Equality
Palestine	Equality
Latin America & the Caribbean	
Argentina*	Equality
Brazil	Justice; Participation
Belize*	Equality
Chile	Participation
Colombia*	Equality
Jamaica*	Equality
Mexico*	Participation; Equality
Peru*	Justice; Equality

*An asterisk indicates where we will be undertaking work on an “own initiative”.

Appendix II: Human Rights Initiative Support to the Field

	OBJECTIVES	EXAMPLES OF KEY ORGANIZATIONS WE SUPPORT
JUSTICE	<ul style="list-style-type: none"> • Increasing access to justice and respect for due process rights • Reducing the overuse of incarceration and encouraging alternatives to detention • Ensuring oversight of places of detention and accountability for torture and ill-treatment <p><i>Grants portfolio size: app. 120 grants</i></p>	<ul style="list-style-type: none"> ➤ Belgrade Center for Human Rights, Serbia, uses the momentum provided by the European integration process to promote key improvements in the criminal justice system including reducing overcrowding in prisons of Serbia, increasing the use of alternatives to incarceration, and the establishment of a strong National Preventive Mechanism under the UN Optional Protocol of the Convention against Torture. ➤ Nizhny Novgorod Committee against Torture, Russia, inspired by widespread impunity and the unwillingness of prosecutors and courts to pursue torture cases, has developed its own methodology to document and investigate torture cases. The group is a source of expertise and inspiration for civil society across Russia and, increasingly, throughout the region. ➤ Masum is a small, grassroots organization in West Bengal, India committed to reducing torture in pretrial detention and increasing access to legal aid for indigent defendants. ➤ Human Rights Law Network engages in strategic litigation, advocacy, and legal aid provision in support of indigent defendants in India. It is currently advocating for the reform of India’s legal aid system in collaboration with other civil society groups. ➤ Civil Society Prison Reform Initiative. Based at the Community Law Centre at the University of the Western Cape, South Africa, the Civil Society Prison Reform Initiative serves as a research and information resource for activists, academics, and policy-makers on issues related to defendants’ rights and criminal justice reform. ➤ Mozambican Human Rights League is the oldest and largest human rights organization in the country. It undertakes advocacy, prison monitoring, and legal assistance to improve access to justice for indigent defendants in the country. ➤ Prison Fellowship Liberia uses paralegals to increase access to justice for indigent defendants in Liberia. The group uses its long experience working in prisons to promote the rights of prisoners while helping the community to understand the proper use of the justice system. ➤ Institute in Defense of the Right to Defense is a group of criminal defense lawyers who engage in litigation and advocacy on behalf of indigent defendants in Brazil.

	OBJECTIVES	EXAMPLES OF KEY ORGANIZATIONS WE SUPPORT
EQUALITY	<ul style="list-style-type: none"> • Ensuring legal remedies for victims of discrimination and promoting equality frameworks • Supporting the development of strong constituency-based groups • Elevating the voices of the most marginalized <p><i>Grants portfolio size: app. 200 grants</i></p>	<ul style="list-style-type: none"> ➤ European Roma Rights Center works to challenge discrimination against Roma in Europe through research, litigation, and advocacy. ➤ International Disability Alliance is the foremost international disability rights organization training disabled persons organizations on the implementation of the UN Convention on the Rights of Persons with Disabilities, and is consulted regularly by regional and UN level-actors in the Convention’s interpretation. ➤ Zambian Federation for the Disabled is the umbrella organization engaged in implementation of the UN Convention on the Rights of Persons with Disabilities in Zambia spearheading efforts to combat violations against the most marginalized in the disability community. ➤ Beijing Rong Ai Rong Le is introducing an innovative framework for supported employment for persons with intellectual disabilities in China, to replace segregated and often abusive workshops. Through international exchange they are gaining skills to develop a self-advocacy group reflecting the voice of persons with intellectual disabilities themselves. ➤ Center for Reproductive Rights (USA, Europe) plays a key role in challenging regressive trends on reproductive rights including threats on access to legal abortion and discriminatory practices such as forced sterilization in several countries of Eastern Europe. ➤ Bulgarian Gender Research Foundation (Bulgaria, Europe, and Eurasia) is a leading organization in Bulgaria and the region building strong protections against gender-based violence and discrimination. The Foundation runs a regional training and mentoring program that has led to dozens of strategic cases from across Europe and to the emergence of a new generation of women’s rights lawyers. ➤ International Gay, Lesbian, Bisexual, Trans, and Intersex Association - Europe is the leading advocacy organization promoting LGBTI rights at the regional level in Europe. The Association also provides technical support to emerging LGBTI rights organizations, particularly in Eastern Europe and Eurasia, in the areas of advocacy planning, human rights documentation, and community mobilization. ➤ Lambda – Mozambique, the only LGBTI rights organization in Mozambique, advances recognition of LGBTI rights, including efforts to decriminalize homosexual conduct between consenting adults. The group has been one of the most successful in Southern Africa in organizing and mobilizing the LGBTI community, as well as working with members in their local communities to engage with the police and health care providers to address the rights needs of local communities. ➤ Blue Diamond Society - Nepal is the leading LGBTI rights group in Nepal, recognized as one of the most effective in South Asia. Blue Diamond advocates with the Nepalese government to advance LGBTI rights, provides legal support, and pursues strategic litigation on behalf of the LGBTI community. Last year, it convinced the government to provide legal recognition to transgender people, and this year is pursuing legislation to give marriage rights to same sex couples, which if successful, would be a first in South Asia.

	OBJECTIVES	EXAMPLES OF KEY ORGANIZATIONS WE SUPPORT
PARTICIPATION	<ul style="list-style-type: none"> • Countering undue restrictions and repression against human rights defenders • Protecting the space for public debate, dissent, and protest • Compelling states to release and produce data on human rights obligations • <i>Grants portfolio size: app. 100 grants</i> 	<ul style="list-style-type: none"> ➤ Access Info Europe is the leading organization protecting and advancing the right to access to information in Europe through a combination of advocacy before regional bodies, adoption efforts at the national level, and focused projects to expand the use of right to information in the exercise of other human rights. ➤ Open Democracy Advice Centre is a South African right to information group working both domestically and across the continent to ensure implementation of the right to information, particularly as a tool to advance other human rights, through a combination of legislative advocacy, litigation, and technical support. ➤ Civil Association for Equality and Justice is an Argentinian organization that effectively combines litigation with budget and policy analysis in order to advance inclusive education for children with disabilities in Buenos Aires. The group is working to compel the Argentinian government to provide, and in its absence, produce, data that shows how the state is meeting its obligations on inclusive education under the UN Convention on the Rights of Persons with Disabilities. ➤ World Resources Institute – the Access Initiative of the World Resources Institute brings together right to information activists and environmental rights groups to advance the right to information, increase access to justice, and ensure participation of affected communities in decisions that impact their right to a healthy environment. The Initiative is working with partners in Indonesia and Thailand to support local communities to use the right to information to access critical environmental data on the impact of local industries on air and water quality. ➤ Centre for Applied Human Rights at York University Law School is the only academic center focusing exclusively on issues of protection of human rights defenders, and likely one of the only organizations doing focused research on this topic, helping to deepen the movement’s understanding of the risks and successful protection measures. The Centre also provides fellowships to defenders at risk. ➤ The International Youth Human Rights Movement, based in Voronezh, Russia, is a network of young activists from more than 10 countries in Eurasia collaborating to find creative solutions for the protection of human rights defenders. An example of this work is the deployment of solidarity missions to countries in the region where defenders are at risk. ➤ Africa Regional Office of the International Commission of Jurists has positioned itself as a pan-African organization at the forefront of human rights defenders work, playing a leading role in convening advocates and implementing campaigns and advocacy to support human rights defenders who are under threat. It also engages at the regional, continental, and international levels to promote the rights of defenders. ➤ Institute for Reporters’ Freedom and Safety is one of the most vocal and savvy advocates for freedom of expression in Eurasia. The group is working to preserve independent space for public debate in Azerbaijan, document the government’s crackdown on free expression and assembly in order to garner both domestic and international attention, and provide protection to journalists, bloggers, and free expression advocates.

OBJECTIVES	EXAMPLES OF KEY ORGANIZATIONS WE SUPPORT
<ul style="list-style-type: none"> • Making human rights protections meaningful and effective • Ensuring local voices can mount a defense of rights • <i>Grants portfolio size: app. 70 grants</i> 	<ul style="list-style-type: none"> ➤ Human Rights Watch is a leading organization dedicated to defending and protecting human rights globally. The group seeks to focus international attention on rights violations through rigorous reporting and targeted advocacy, raising the cost of human rights abuse. ➤ Physicians for Human Rights (a co-recipient of the Nobel Peace Prize in 1997) mobilizes physicians, scientists and other health professionals to conduct medical and scientific investigations in order to document human rights violations, with a focus on mass atrocities, torture, persecution of health professionals, and rape in war. ➤ International Federation for Human Rights is a bottom-up global membership network of 164 human rights organizations in 100 countries, supporting their advocacy and litigation and working to protect human rights defenders and end impunity. ➤ Center for Justice and Accountability is an international human rights organization dedicated to deterring torture and human rights abuses around the world. The group uses litigation in U.S. and Spanish courts to hold perpetrators to account for abuses, develop human rights law, and advance the rule of law in countries transitioning from conflict. ➤ Bulgarian Helsinki Committee is one of the leading human rights organizations in Eastern Europe and Eurasia, holding governments accountable across a range of rights issues including torture and impunity, rights of persons with disabilities, Roma rights, and rights of detainees. ➤ Helsinki Foundation for Human Rights (Poland, Europe, and Eurasia) works both nationally and regionally on issues that range from prison reform and refugee rights, to extraordinary rendition and freedom of expression and association. It is an acknowledged center of excellence in human rights education for practitioners across the region. ➤ Agora Association is a network of human rights groups in Central Russia working to advance the rights of human rights defenders, journalists, drug users, and others. The group combines litigation and communication strategies to influence public debates in Russia on issues that range from police reform to Internet freedom, while serving as a resource for smaller groups facing repression. ➤ Commonwealth Human Rights Initiative fosters accountability, participation and transparency throughout the Commonwealth, the cornerstones on which the realization of human rights rest. Based in India, the group promotes the voices of activists from the Global South in international and regional policy debates. ➤ Business & Human Rights Resource Centre is a leading source of information on companies' human rights impacts worldwide. The group advocates for firms to address rights concerns raised by civil society and respond to allegations of misconduct. ➤ Kazakhstan International Bureau for Human Rights and Rule of Law, Kazakhstan, is one of the most prominent human rights organizations in Central Asia. The Bureau documents violations of fundamental freedoms, such as freedom of assembly, association, expression, and religious freedom, and has fought torture and impunity through national and international advocacy.

Appendix III: Concepts and Own Initiatives

1) Challenging the Most Marginalized Laws and Policies

OBJECTIVE: Removing or revising antiquated statutes in the criminal code, and reclassifying petty offenses, to reduce the widespread use of incarceration for minor charges or the violation of municipal ordinances	
METHODOLOGY and ACTIVITIES	OUR PARTNERS
<p>Law reform and legal aid: We fund a group to tackle the widespread incarceration of juveniles for petty offenses as well as laws that criminalize homelessness. We will explore collaboration with a new grassroots social movement working to challenge laws that criminalize homelessness and provide legal aid to those whose housing rights have been violated. The Initiative will work with its partners in Malawi to advocate with the Malawi Law Commission to review the Criminal Code with a view toward repealing offenses for being ‘a rogue and vagabond,’ touting or loitering.</p>	<ul style="list-style-type: none"> ➤ Hungary: Hungarian Helsinki Committee; The City is for All ➤ Malawi: Paralegal Advisory Service Institute; Centre for Human Rights and Rehabilitation; Catholic Commission for Justice and Peace; Centre for Human Rights Advice and Assistance; Law Faculty at the University of Malawi
<p>Litigation and advocacy: We will work with grantees to challenge the constitutionality of large sources of potentially unnecessary detention resulting from the enforcement of municipal by-laws such as loitering, buying goods from hawkers, or being ‘a rogue and vagabond’ and devise advocacy strategies to support this litigation.</p>	<ul style="list-style-type: none"> ➤ Kenya: International Commission of Jurists – Kenya; Legal Resources Foundation Trust; Resource Oriented Development Initiative Kenya; International Medical Legal Unit; Muslims for Human Rights ➤ Malawi: Southern African Litigation Centre; Centre for Human Rights and Rehabilitation
<p>Research: The pretrial detention audit we supported in Malawi shows that a number of people are on remand for outdated or petty offenses such as being a ‘rogue and vagabond,’ touting or loitering. The Initiative will work with local partners to use this research in law reform and litigation efforts.</p>	<ul style="list-style-type: none"> ➤ Malawi: Paralegal Advisory Service Institute; Centre for Human Rights and Rehabilitation; Catholic Commission for Justice and Peace; Centre for Human Rights Advice and Assistance
OBJECTIVE: Repealing statutes that criminalize homosexual conduct between consenting adults	
LOCATION and ACTIVITIES	OUR PARTNERS
<p>Litigation: We are supporting court cases to challenge criminal sodomy statutes at both the domestic and regional level, including two pending cases at the Inter-American Commission on Human Rights.</p>	<ul style="list-style-type: none"> ➤ Belize: UNIBAM-Belize ➤ Jamaica: JFLAG-Jamaica ➤ Caribbean: University of the West Indies Law School, Caribbean Vulnerable Communities African Men for Sexual Health and Rights ➤ Global: Human Dignity Trust
<p>National campaigning: We are supporting local, regional and international LGBTI rights groups to strengthen advocacy and communications work being undertaken in conjunction with litigation in an effort to generate greater public understanding and support for decriminalization and for the rights of LGBTI people generally.</p>	<ul style="list-style-type: none"> ➤ Belize: UNIBAM-Belize ➤ Jamaica: JFLAG-Jamaica ➤ Global: ARC International, International Gay and Lesbian Association

<p>Targeted law reform advocacy and technical support: We provide technical support to a local LGBTI rights group advocating for criminal law reform that will result in a definitive determination that statutes criminalizing “sexual offences” do not apply to consensual same sex relationships.</p>	<p>➤ Mozambique: Lambda-Mozambique</p>
<p>OBJECTIVE: Removing plenary guardianship statutes that deny legal capacity to persons with disabilities, and adopting laws and policies that recognize states’ obligations to provide support in decision-making.</p>	
<p>METHODOLOGY and ACTIVITIES</p>	<p>EXAMPLES OF OUR PARTNERS</p>
<p>Broad reform processes: We provide support and technical assistance to coalitions leading broad reform processes to create a legislative and practical framework for supported decision-making, using a combination of tools (legislation, piloting, litigation, research) and involving an array of players across sectors. We also will connect these coalitions with experts and efforts elsewhere to complement their work, developing a community of practice around alternatives to guardianship.</p>	<p>➤ Bulgaria: Center for Not-for-Profit-Law, Bulgarian Association for People with Intellectual Disabilities, Global Initiative for Psychiatry-Sofia, National Organization of Mental Health Service Users</p> <p>➤ Zambia: Zambia Federation of Disability Organizations, Mental Health Users Network of Zambia</p>
<p>Targeted legislative reform: We are supporting targeted legislative efforts that begin to dismantle the institution of guardianship and challenge laws and policies that deny persons with disabilities’ right to make their own decisions. This includes efforts to reform electoral laws that deny persons with disabilities’ right to vote, and reforms to mental health legislation that permit forced treatment and involuntary institutionalization.</p>	<p>➤ Croatia: SHINE-Association for Social Affirmation of People with Psychosocial Disabilities</p> <p>➤ Tanzania: Tanzania Users and Survivors of Psychiatry</p> <p>➤ Rwanda: Network of Users and Survivors of Psychiatry-Rwanda</p>
<p>Research and practice: We are funding empirical research to document the supports desired by persons with disabilities that will contribute to the development of practical models for supported decision-making.</p>	<p>➤ Colombia: PAIS at Universidad de Los Andes, Down Syndrome Association, Fundamental Colombia</p> <p>➤ Argentina: National University of Mar del Plata</p> <p>➤ Czech Republic: QUIP-Association for Change; Inclusion Czech Republic</p>
<p>Litigation: We support litigation to dismantle plenary guardianship and promote necessary reforms to uphold legal capacity. We will connect these advocates to a network of legal experts and practitioners to provide experience from other countries, and facilitate exchange between advocates who have had success in this area in different contexts.</p>	<p>➤ Mexico: Centro Estratégico de Impacto Social</p> <p>➤ Georgia: EMS</p> <p>➤ Latvia: ZELDA-Resource Center for People with Mental Disability</p> <p>➤ China: Equity and Justice Initiative</p>
<p>Building global networks: We support international partners who are providing critical support to local efforts to challenge guardianship laws and policies and who are playing a catalyzing role in moving this work forward internationally.</p>	<p>➤ Global: Institute for Research and Social Development on Inclusion, Bizchut-The Israel Human Rights Center for Persons with Disabilities</p> <p>➤ Europe: Mental Disability Advocacy Center</p>

OBJECTIVE: Supporting efforts to ensure that laws and policies against gender-based violence address the needs of women who face multiple forms of discrimination, including the development of accommodations in the justice system to enable these women to report crimes, ensure investigation, and provide testimony.

LOCATION and ACTIVITIES

Litigation, law reform, and monitoring: We fund women’s rights groups to lead efforts to achieve strong policy frameworks against gender-based violence. We will support key partners to monitor the implementation of gender-based violence policies for women with disabilities, Roma women and lesbian, bisexual and transgender women and design recommendations to ensure that the justice system responds to the needs of marginalized women who have experienced violence.

Research and piloting models: We will continue to support research on barriers that women with intellectual and psychosocial disabilities who have experienced violence encounter in the justice system, and support the piloting of models that introduce accommodations to the justice system that allow women with disabilities to report crimes, ensure investigation, and provide testimony. We will collaborate closely with OSF South Africa in this work.

OUR PARTNERS

- **Bulgaria:** Bulgarian Gender Research Foundation; Bulgarian Center for Independent Living; Bulgarian Helsinki Committee
- **Peru:** Asociación pro Derechos Humanos (APRODEH)
- **South Africa:** Triangle Project; Gender Dynamics
- **South Africa:** University of Western Cape; Cape Mental Health
- **Zimbabwe:** Dianah Msipa
- **MENA:** Stars of Hope

OBJECTIVE: Eliminating policies that result in forced sterilization of marginalized women.

LOCATION and ACTIVITIES

Law reform and piloting models: We are funding a coalition of NGOs to work on access to justice and legal capacity issues related to the forced sterilization of women and girls with intellectual and psychosocial disabilities. We will link this work to the national reform effort underway on legal capacity that we are supporting with technical assistance from international experts, which will pilot how persons with disabilities can be supported to make their own decisions, including in the realm of sexual and reproductive rights. We are funding organizations seeking law and policy reform that removes the requirement of sterilization for transgender people in order to change their legally recognized gender.

Policy and practice reforms: We will build on the previous work undertaken by civil society partners and women’s rights activists to raise the visibility of the forced sterilization of Roma women including their successful case to UN CEDAW which led to policy improvements. We envision supporting a coalition of women’s rights groups, Roma rights and disability rights groups to challenge forced sterilization against women with disabilities, using past successes and a recent CEDAW statement that urges changes in regulations and practices.

Documentation and monitoring: An organization of women with disabilities in Kenya has begun to expose and document how the reproductive rights of women with disabilities are violated, and recently brought to light the stories of women who were forcibly sterilized on the grounds of their disability. We will support this group to upgrade their advocacy and link with other women’s and human rights groups for increased impact.

OUR PARTNERS

- **Colombia:** Profamilia; Universidad de los Andes; ASDOWN; Fundamental Colombia
- **Global:** Institute for Research and Social Development on Inclusion
- **Ukraine:** Insight
- **Global:** Transgender Europe
- **Hungary:** Center for Reproductive Rights, USA; European Roma Rights Center; Hungarian Women’s Lobby; Mental Disability Advocacy Center
- **Kenya:** Women Challenged to Challenge

Litigation and regional exchanges: We have supported efforts that have resulted in important legal victories in challenging sterilization of Roma women in Slovakia. In order to transfer the experience gained through this work, we will support the formation of a coalition between disability and women’s rights groups in Slovakia and explore whether regional exchange of experiences would be beneficial for other countries.

➤ **Slovakia:** Poradna; Citizen, Democracy and Accountability

2) Building a Broader Constituency for Human Rights

OBJECTIVE: Link national and regional rights organizations across thematic issues and geographies to mobilize members and supporters to hold governments to account for abuses, challenge illiberal trends, and support human rights defenders

METHODOLOGY and ACTIVITIES

Coalition building for regional advocacy: We are supporting an effort to create an inclusive and participatory regional mechanism that can counter illiberal trends in Eurasia. The Civic Solidarity Platform is a coalition with members across OSCE region. We are working to strengthen the structure and independence of the Platform. This will include supporting efforts to increase the Platform’s capacity in carrying out emergency missions in cases of serious rights abuses and serving as an advocacy platform for a range of issues across the region, including freedom of expression and assembly and torture.

Regional networking and advocacy: We will support key organizations of human rights defenders in southern Africa to unite on and provide solidarity to organizations and individuals who are targeted by the state and suffer oppression and rights violations at the hand of state. This will include ensuring that rights movements are inclusive of marginalized groups and reach out to new partners in the region to strengthen voices speaking out in defense of rights.

OUR PARTNERS

➤ **Europe and Eurasia:** Civic Solidarity Platform, US Department of State

➤ **Southern Africa:** Southern African Development Community Lawyers Association, Africa Office of International Commission of Jurists, Pan African Lawyers Union, Legal Assistance Centre-Namibia, Zimbabwe Lawyers for Human Rights, Swaziland Lawyers for Human Rights, Centre for Human Rights and Rehabilitation-Malawi, Transformation Resource Centre- Lesotho, Ditshwanelo-Botswana

OBJECTIVE: Develop contextually-relevant strategies to advance equality in the face of arguments made by those who use religion and culture to undermine support for equal rights

METHODOLOGIES and ACTIVITIES

Coalition building and advocacy: We will work to cultivate a broader base of support for LGBTI and women’s rights to counter the discourse of influential groups, including religious leaders, in promoting discriminatory policies and rhetoric. We will work with activists from both movements to develop strategies to generate a more diverse community of support for their efforts to promote equality. We will support collaboration among activists from several countries including Hungary, Moldova and Romania where civil society is diverse and vocal and the EU and its institutions have influence. We will partner with OSIFE and OSEPI on this work.

Strategic communications: Throughout sub-Saharan Africa the primary arguments used to oppose protecting the human rights of LGBTI people and justify violations are that homosexuality is un-African and is being promoted externally. We will fund LGBTI rights groups and their allies to counter these arguments including funding efforts to develop a stronger indigenous African LGBTI narrative. This will include efforts to raise the visibility of African LGBTI people both contemporarily and historically. We will also engage thought leaders from the region, including religious leaders, who are interested in building greater tolerance and acceptance, in order to advocate for the protection of the rights of LGBTI people using contextually formulations of rights values that will resonate with more of the public.

OUR PARTNERS

➤ **Global:** Council for Global Equality
 ➤ **Europe:** ILGA Europe, Astra Network, Catholics for Choice
 ➤ **Moldova:** Gender Doc
 ➤ **Romania:** ECPI, Accept
 ➤ **Hungary:** Patent, Hungarian LGBT Alliance

➤ **Global:** Arcus Foundation, Council for Global Equality
 ➤ **Africa:** AMSHeR, UHAI
 ➤ **Southern Africa:** Inclusive and Affirming Ministries, Inner Circle
 ➤ **Uganda:** Saint Paul’s Centre – Kampala

<p>Building coalitions for broad reform efforts: We will build upon existing work to form broad NGO coalitions that reach across constituencies to combat discrimination and promote equality for all. We will engage with these coalitions to reach out to new actors and together to experiment with new advocacy and campaigning strategies. This will include advocating for stronger equality legislation, for its effective enforcement, for robust mechanisms ensuring oversight of existing rights commitments and against laws and policies that disproportionately impact or single out particular groups for unequal treatment.</p>	<ul style="list-style-type: none"> ➤ Moldova: Center for Legal Resources, National Antidiscrimination Coalition, Soros Foundation Moldova ➤ Romania: ACCEPT, Antidiscrimination NGO Coalition, ECPI, APADOR-Helsinki Committee, Center for Equality and Partnership, Roma rights NGOs, Center for the Protection of the rights of children with disabilities ➤ Uganda: Civil Society Coalition on Human Rights and Constitutional Law ➤ Ukraine: International Renaissance Foundation Kiev, Anti-discrimination coalition, NGO No Borders
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OBJECTIVE: Build alliances with religious groups that can insert constructive and tolerant perspectives into debates about human rights and religion.

METHODOLOGY and ACTIVITIES	OUR PARTNERS
<p>Networking and advocacy: We will support tolerant religious groups and leaders to engage with their members and peers and to foster discourse on rights that draws on with religious values. We will continue to partner with key regional groups to work with local partners, religious leaders and communities of faith on issues around human rights. We will also support the work of key religious organizations in their efforts to promote an understanding of human rights of marginalized and vulnerable communities. We will broaden the discourse on rights by convening grantees and professional groups whose work touches on religion and rights.</p>	<ul style="list-style-type: none"> ➤ Southern Africa: Inclusive and Affirming Ministries , Southern Africa Christian Initiative, International Network of Religious Leaders Living with or Personally Affected by HIV and AIDS ➤ Malawi: Malawi Network of Religious Leaders Living with or Personally Affected by HIV & AIDS ➤ Botswana: Churches United Against HIV and AIDS

OBJECTIVE: Experiment with partners to develop strategies that promote a comprehensive vision of rights focusing on the intersection of business and human rights.

METHODOLOGY and ACTIVITIES	OUR PARTNERS
<p>Regional advocacy and networking: The business community is an often overlooked partner for human rights groups in many of the countries where we work. However, the Responsibility to Respect denotes a duty to do no harm and to respect human rights and to ensure that a corporation’s actions do not exacerbate harm. It also requires that businesses should engage in due diligence both in formulating investments and managing ongoing operations. Moreover, many multinational corporations have developed internal policies that are not implemented in their subsidiaries outside North American and Europe. We will begin to explore targeted interventions to engage directly with corporations to adhere to the United Nations Guiding Principles on Business and Human Rights that regulate the way corporations do business and to ensure progressive corporate policies are implemented evenly across contexts.</p>	<ul style="list-style-type: none"> ➤ Global: Business and Human Rights

<p>Legal advocacy and litigation: We will work with indigenous peoples' organizations in Namibia and Botswana to protect their intellectual property rights and hold businesses accountable for exploitative practices that impact indigenous culture. Indigenous people are demanding protection for their Intellectual Property assets. Full disclosure, informed consent, access to information and benefit sharing are the basis for protection of the intellectual property assets of indigenous communities. We will explore how we can support organizations that work to hold business accountable for abusing the rights through litigation and legal advocacy as well as engaging with businesses to develop rights-based policies for working with these communities.</p>	<p>➤ Southern Africa: Natural Justice, Protimos</p>
<p>OBJECTIVE: Work with rights groups and technologists to develop effective and practical funding strategies that can enhance how human rights activists use technology to document and advocate for rights and mobilize their constituencies.</p>	
<p>METHODOLOGY and ACTIVITIES</p>	<p>OUR PARTNERS</p>
<p>Developing case studies: We will work with partners to document effective funding strategies for enhancing how rights groups use technology to engage a broader constituency in their work. Working in close partnership with the Information Program and our joint grantee HURIDOCS, we will continue investing in the capacity of a select number of grantees to collect and analyze data for advocacy and civic mobilization. HURIDOCS will work with local partners to address their technology and communications needs.</p>	<p>➤ Global: HURIDOCS</p>
<p>Donor collaboration: We will engage with funding peers to share learning and develop cooperative funding strategies around rights, communications and technology. We help to bring together human rights donors and donors focused on technology for civil society in order to bring together knowledge and know-how to improve funding in this area.</p>	<p>➤ Global: Ford Foundation, MacArthur Foundation, Oak Foundation, International Human Rights Funders Group, Humanity United, Wellspring Advisors, Skoll Foundation, Sigrid Rausing Trust</p>

Appendix IV: Human Rights Initiative 2014 Work Plan

The Human Rights Initiative is a new program. As such, 2014 will be a year of significant transition, both for how we support the human rights movement but also for how we deploy staff resources to support that work. Below we highlight only those areas where we anticipate important changes in our funding strategies, many of which have already begun in 2013.

Support to the Field

Anchoring the MOVEMENT

The portfolio of groups the Human Rights Initiative is currently supporting at the international level is relatively small. While it is not our intention to grow this portfolio substantially, we will do a more thorough mapping of the field in 2014 to understand where our grantees fit in the international human rights field. This will help us to determine how their work aligns with efforts we are supporting at the national level and identify other groups with which we should develop stronger relationships.

We are committed to continuing our support for regional leaders in the human rights movement in Europe and Eurasia. We recognize, however, that we are also supporting a relatively large number of national human rights groups in that region. We will need to review our relationships in this area carefully. We have been working with several partners in this field for over a decade, and in many cases our support is critical to the ongoing operations of these organizations. We will engage with OSIFE and other regional foundations to make careful assessments of the groups in this category and the impact of our funding, drawing on our Advisory Board to guide us as we review these commitments in order to reduce our support to national and local groups in this region responsibly and consistent with our global priorities.

We also will work closely with our foundation and regional program colleagues outside of Europe and Eurasia to understand how, as a network, we are supporting leading human rights organizations working nationally and regionally. Based on this mapping, we will determine how the Human Rights Initiative might complement that work in order to ensure the most critical regional players have the support they need.

The work on transitional and international justice is currently a small portfolio of international groups. The team will engage with network colleagues and donor partners to get a comprehensive picture of how they are engaging in this area, our collective understanding of the needs, and what our niche in this field might be. This mapping exercise will culminate in a discussion with our Advisory Board and external experts to assess how best to proceed in this area, including possible support for new grantees.

Promoting JUSTICE

The team will use 2014 to further focus our justice work. Currently, we have grantees in over 30 countries, working across a range of criminal justice issues, including work that falls outside the current strategy. Building on a process that has already begun in 2013, the team will consolidate our justice work to only those efforts that advance our priorities, while retaining some flexibility to seize opportunities or support innovations. We also will review our existing portfolio in order to develop more focused funding and technical assistance plans to target the issues grantees and partners see as in the most urgent need of reform, and which we see as advancing the field as a whole.

We will engage with network partners to explore how to expand our work in francophone West Africa and in Colombia, and to deepen our work in Indonesia and India. We are eager to expand our justice work to contexts that will diversify the strategies we are testing and the experience we are gaining.

Advancing EQUALITY

Our portfolio on equality is our largest, both in the number of grantees and the number of countries in which we are working. As a consequence, the staff team engaged in this area is also the largest, bringing together staff focused on disability, LGBTI, Roma, and women's rights. Already in 2013, we have initiated a process to consolidate this diverse portfolio of work cutting across constituencies into a unified team that is steeped in the issues of particular constituency groups, but also able to seize opportunities to promote a more comprehensive approach to equality.

In terms of shifts in our grant making, our focus in 2014 will be to review our work in the area of women's rights once we have a better sense of how the new Women's Program will take shape. We are exploring how to build on our experience in Europe, where we have supported women's organizations to engage in advocacy and use legal remedies to advance protections, to draw on our experience working with constituency-based groups and their memberships, to advance equality frameworks and tackle discriminatory practices. Our work to date has been focused particularly on reproductive rights and gender-based violence. We also have prioritized support for advocacy that addresses the human rights concerns of the most marginalized women, particularly those who face multiple forms of discrimination. This exercise will be twofold: we will assess and reduce responsibly our current commitments to national groups in Europe and Eurasia working on gender-based violence; and explore innovative work with partners to engage with allies across struggles to advance equality and rights.

Ensuring PARTICIPATION

This portfolio represents the greatest departure from our previous strategies, which focused more broadly on transparency; as such, we anticipate significant shifts in the set of partners we support. We have been working with colleagues from regional programs and foundations, as well as with the Money and Public Interest Program, as we review carefully our existing portfolio of grantees and assess how to exit from many of those relationships responsibly. Though we have completed most of this process, we will need to monitor a last round of grants to these partners throughout 2014 and to complete the review in 2014.

The team also will begin to develop a new portfolio of partners, particularly in our work on human rights defenders and public dissent and protest. Our work to date has focused almost exclusively on Eurasia. We will review these efforts as well as explore opportunities in other regions and begin working with network partners to support key regional actors. We also will continue to focus our work on right to information to support innovative models to access, produce, and analyze human rights data. Working with the Justice Initiative, we will explore how to support the emerging field of actors working on the right to truth.

Concepts and Initiatives

Challenging the most marginalizing laws and policies

In 2014, we will strengthen relationships with the range of partners working to challenge discriminatory laws and policies, develop joint work plans for our efforts, and refine our geographic foci. Though we have established close relationships with many groups active in these areas, we recognize that our work in this area must include identifying both new partners that are already working on equality, and finding new allies not currently engaged in this work. This will be accompanied by a mapping exercise to determine the needs of our partners and their capacities in order to ensure a full range of advocacy tools is being deployed to trigger tangible reform.

Building a broad constituency for human rights

Though the Human Rights Initiative already is supporting some work to build a broad constituency for human rights, this initiative represents an effort to scale up this work significantly. Our initial efforts will focus on identifying key partners in particular geographies in order to design more focused strategies that are contextually relevant. We also will begin experimenting with new partnerships and strategies, and engage in a deeper conceptual exercise with some of our key partners and others around rights discourse. We are eager to develop this work in partnership with key donor allies, both in order to avoid a dependence on Open Society funding, but also to influence how the funding community supports human rights activism. Thus, we

will map the work of other donors in this field in 2014 and hone our strategies to complement and engage with them in this work.

Shared Frameworks

Food security in the context of climate change in Africa

We will work in collaboration with the Open Society Initiative for Southern Africa, the Money and Public Interest Program, and the Justice Initiative to develop a joint strategy to increase access to information about land acquisition and tenure policies in order to ensure that the rights of affected communities are respected, and that these communities can participate in decisions that impact their livelihoods.

Inclusive education

We plan to propose this framework in early 2014, and we will engage with network partners in 2014 to develop rich strategies to advance inclusive education. We will also assess our current portfolio of work in this area, linking our existing work to the plans and strategies of our colleagues and ensuring promising efforts have the support they need to expand and grow.

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Depending on the shape and timing of this framework, we will work with colleagues in the network to develop a plan for our own contribution, focusing on how litigation and campaigning efforts can be combined to advance Roma rights in Europe.

Staffing

The Human Rights Initiative has 32 full-time and shared staff positions. Staff members are based in Budapest, Johannesburg, Kampala, London, Nairobi, New York, and Washington, DC. In 2013, we are organizing our grant-making staff into three teams working in each of our three thematic areas: justice, equality, and participation. We already recognize that we may have a few gaps in those teams. In particular, we believe it will be necessary to recruit a program coordinator to support a cross-program team to review our funding to anchor organizations, and to augment the capacity of our justice team with an additional program officer.

We also plan to develop cross-cutting teams to manage our portfolio supporting key international, regional, and national human rights groups, and to implement our own initiatives. These teams will be flexible and seek to utilize the diverse experience within the Human Rights Initiative staff to bring expertise to our grant-making and to advance our own concepts.

Finally, we recognize the need to better support our grantees with their communications and campaigning strategies, particularly as we take forward our own initiatives. We are recruiting a senior level staff person in 2013 that can provide leadership within our team about how to assist grantees while also strengthening the Initiative's communications capacity.