



NEW Tactics

in Human Rights

united for
peace &
justice



“Strategy without tactics is the slowest route to victory. Tactics without strategy is the noise before defeat” - Sun Tzu 2000 years ago.

About the New Tactics Project

March 2008

The New Tactics in Human Rights Project, led by a diverse group of partner international organizations, advisors and practitioners, promotes tactical innovation and strategic thinking within the international human rights community. Strategic and tactical thinking, long used by business and military strategists, is an effective means for the human rights movement to expand options and possibilities of what can be done. Innovative tactics are emerging that may more effectively advance human rights and end persistent human rights problems. Many innovations have been valuable, yet are not well known outside their regions. The New Tactics in Human Rights Project promotes the use and sharing of as wide a range of tactics as possible. The project is coordinated by the Center for Victims of Torture and grew out of its experience as a creator of new tactics and a treatment center that also advocates for the protection of human rights from a unique position—one of healing and reclaiming civic leadership. We hope you will join us and the New Tactics community in developing, using and promoting strategic and tactical thinking within the broad human rights community.

What New Tactics has to offer YOU!

Resources & Materials

New Tactics in Human Rights: A Resource for Practitioners
Are you interested in a broad overview of tactics? The third edition of the New Tactics Workbook, including nearly 100 tactics and an extensive research section, is available online and in print form.

Tactical Notebook Series

Do you want the complete scoop on how a tactic was used, from A to Z? These first-person, in-depth case studies provide a detailed look at how a tactic was implemented, and the challenges that were faced along the way.

Tactics Database

Do you want to look for tactics by geographic region, type of intervention, or other criteria? Use this database to search for tactics quickly and efficiently.

Training Tools

Are you looking for hands on tools and exercises to help you think more strategically? Use this collection of training tools to hold your own strategic and tactically-focused workshop or meeting.

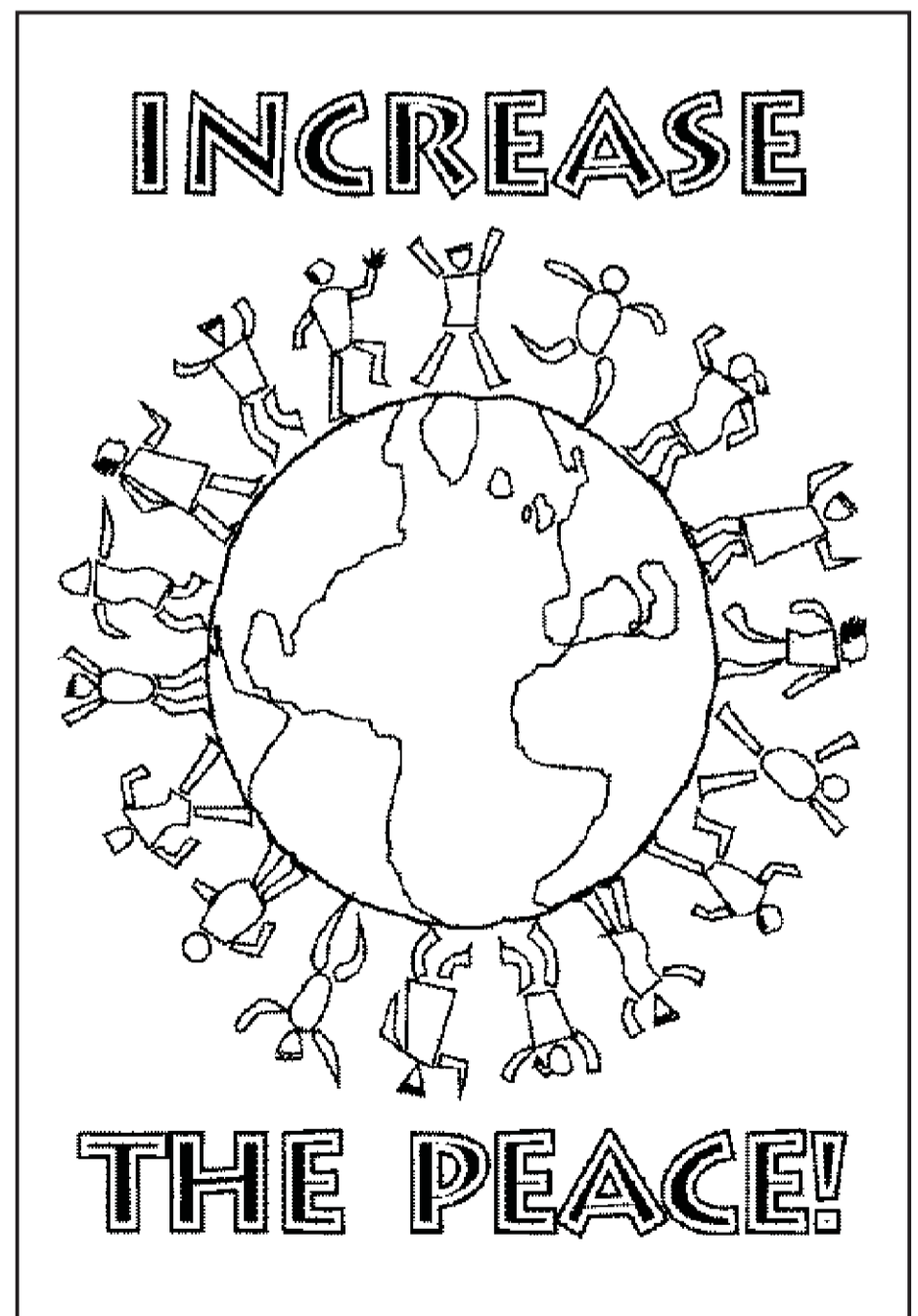
Using the New Tactics Resources

Looking for ways to apply tactical thinking and principles into your work? We designed this resource to help activists develop tactical presentations, hold strategic meetings and learn more about our methodology.

Additional Resources

Use the bibliography on www.newtactics.org to find detailed information on a variety of tactics.

To advance human rights requires the capacity to innovate tactics and combine them to create strategies as comprehensive as the problems we face. - Douglas A. Johnson, United States, Executive Director, Center for Victims of Torture



Write to us: New Tactics in Human Rights Project, c/o Centre for Victims of Torture, 717 East River Road, Minneapolis, MN 55455, USA
Email us: newtactics@cvt.org and **Visit us on the Internet:** www.newtactics.org



Tactical Notebooks . . . learn from others and implement new tactics in YOUR country!



The authors -- from diverse walks of life and human rights issue areas -- recount their personal experiences in these detailed tactical notebooks. Although their backgrounds and situations differ, all used innovative tactics to help address an urgent human rights situation. Read these notebooks to learn how a tactic was actually implemented, what factors influenced its use, and the challenges that surfaced along the way. We hope these examples of how tactics were used in sometimes dangerous, real-life situations will help you think tactically, to consider adapting these tactics to your own context, and adding these tactics to your own tactical repertoire. You can also download the bundled collection of Tactical Notebooks available in these languages (updated as more become available). Here are some examples of what you'll find online at the New Tactics web site: www.newtactics.org

- **Plan B: Using Secondary Protests to Undermine Repression** - Otpor!, Serbia
- **Rebuilding Communities: Training Trauma Survivors to Help Communities Heal after Atrocities** - Sierra Leone
- **Action Theatre: Initiating Changes** - Bangladesh
- **Sending Out an SMS: A Rapid-response Mobile-Phone Network Engages a Youth Constituency to Stop Torture Fast** - the Netherlands
- **Research for Action: A region-wide participatory research process to build participation, awareness & advocacy on trade policies** - Malaysia
- **Engaging the Media: Building support for minimum wage reform** - Korea
- **Police Training: Opening the door for professional and community-oriented policing** - Thailand
- **Engaging Key Stakeholders: Ensuring the right to HIV/AIDS education and health care services** - Bangladesh Truck Driver's Federation, Bangladesh
- **Educating the Next Generation: Incorporating Human Rights Education in the Public School System** - Albania

198 Methods of Nonviolent Action

These methods were compiled by Dr. Gene Sharp and first published in his 1973 book, *The Politics of Nonviolent Action, Vol. 2: The Methods of Nonviolent Action*. The book outlines each method and gives information about its historical use. The complete list of 198 Methods of Nonviolent Action is available on www.newtactics.org - below we list some of our favourites:

The Methods Of Nonviolent Protest And Persuasion

Drama and Music

- Humorous skits and pranks
- Performances of plays and music
- Singing

Public Assemblies

- Assemblies of protest or support
- Protest meetings
- Camouflaged meetings of protest
- Teach-ins

The Methods Of Social Noncooperation

Noncooperation with Social Events, Customs, and Institutions

- Suspension of social and sports activities
- Boycott of social affairs
- Student strike
- Social disobedience
- Withdrawal from social institutions

Withdrawal from the Social System

- Stay-at-home
- Total personal noncooperation

The Methods Of Political Noncooperation

Rejection of Authority

- Withholding or withdrawal of allegiance
- Refusal of public support
- Literature and speeches advocating resistance

There is always a way to make a difference. Do we choose to make the difference? That is the issue.

- Djimon Hounsou



Side by Side: Protecting and encouraging threatened activists with unarmed international accompaniment

Since the mid-1980s, human rights groups and other activist organizations being targeted with repressive abuses have been calling on international NGOs to provide them with direct accompaniment by international field workers. These field workers – usually volunteers – spend twenty-four hours a day with threatened activists, at the premises of threatened organizations, in threatened communities or witnessing public events organized by threatened groups. The international presence serves as a deterrent against the use of violence. In order to ensure this deterrence, these international accompaniment organizations are part of transnational networks poised and ready to mobilize political pressure against perpetrators should their volunteers witness any attacks or should their clients be further threatened. International protective accompaniment is the physical accompaniment by international personnel of activists, organizations or communities threatened with politically motivated attacks. Peace Brigades International has been developing this tactic since the mid-1980s, sending hundreds of volunteers into different conflict situations around the world. PBI currently sustains a presence of about 80 people working in several conflicts, responding to requests for accompaniment from all kinds of threatened civil society organizations. Accompaniment can take many forms. Some threatened activists receive 24 hour a day accompaniment. For others the presence is more sporadic. Sometimes team members spend all day on the premises of an office of a threatened organization. Sometimes they live in threatened rural villages in conflict zones.

You can read more about this tactic on www.newtactics.org



Get Involved!

New Tactics in Human Rights Project's eNewsletter is a way of fostering interaction between human rights defenders, as well as offering new resources for individuals. The New Tactics monthly eNewsletter highlights tools on the website, announces upcoming events and projects and reports on new tactics. To subscribe please email newtactics@cvt.org

The Word Is A Bird

Some say silence is golden
But silence is shit
'Cause words can hit
But they can heal
They can liberate us from what we feel
'Cause mazwi acho akasimba
Anogona kutibatsira kwatirikuenda
'Cause words are warriors
And their great gifts are glorious
But politicians wanna sell us words that are
worthless
Creating a populace that's wordless
Throwing curse upon curse on the word's carcass
But the word is a bird and birds fly regardless
Flying above the durawalls of their so-called
silence
The word still heard above their virile violence
'Cause you can bomb the word but you can't keep
it silent

Comrade Fatso is one of Zimbabwe's leading spoken word poets unafraid of telling it like it is and speaking out about injustice. Poetry, theatre, film and music are powerful tactics in raising awareness of social justice issues. You can find out more about Comrade Fatso at www.comradefatso.com and ask him to perform at your organisation's events and workshops to spice things UP!

Visit the New Tactics web site (www.newtactics.org) and read about Action Theatre in Bangladesh. The goal of Action Theatre is to develop the capacities of young people and cultural activists at the grassroots level to be a force for change, helping to create a society based on human rights, gender equity and social justice. The tactical outcome is the creation of local theatre groups who would initiate discussion, debate, analysis and actions on critical human rights issues in their community.

Participants in the tactic also enhance their leadership skills and human rights awareness. Local theatre groups are now gaining ground as a mobilizing force in Bangladesh. This tactical notebook will help provide you with the information you need to determine whether Action Theatre is appropriate for your country and human rights issue.



Plan B: using secondary protests to undermine repression



The Otpor! student movement in Serbia is an example of an organization that used a strategy of continuously innovating and combining tactics in order to break down the fear of its people to speak out against the government. Because of this, they were able to build a broad constituency of support. They mobilized a disenfranchised population, used mass demonstrations and creative nonviolence, and leveraged international support to help bring down a dictator.

In the year 2000, after a decade of horrible wars and internal repression in the former Yugoslavia, the international community was tearing its hair out trying to figure out how to get rid of Slobodan Milosevic. Negotiation, sanctions, and bombing all

appeared only to have tightened his hold on power. But inside Serbia, change was brewing. Ten years of war, poverty and isolation had left a generation of young people feeling like they had no future if things continued as they were. They were fed up. And they had nothing, really, to lose. The courageous students of Otpor! ("Resistance!" in Serbo-Croatian) helped turn these sentiments into a powerful national movement. They rallied resources from abroad, including funding, training and manuals, and – just as importantly – drew on the extensive reserves of energy and creativity of the young people of Serbia. In September and October 2000, much to the world's surprise, the Serbian people first defeated Milosevic at the polls, and then took to the streets in a nonviolent revolution to force him from power. Otpor! built a national campaign throughout the country, holding hundreds of events, putting up thousands of posters, distributing millions of leaflets. While they did this, they faced a relentless response from the state, including over 2000 arrests of activists. How did they manage to build a movement against such a powerful regime?

The tactical notebook, "Plan B", focuses on a tactic to ensure the safety of volunteers and overcome their fear to participate in actions. This tactic turned one of the regime's strengths against it. When Serb authorities began arresting demonstrators, Otpor!'s support base could have disintegrated out of fear. But Plan B – organizing secondary demonstrations outside police stations where demonstrators were being held – allowed people to overcome their fear of participation and keep activists involved, especially at a crucial point in their struggle.

People in many countries must be concerned about and ensured some degree of safety if they are to participate and must be able to overcome the fear of speaking out or of participating in order to ultimately overcome a repressive regime. Otpor!'s experience allows us to learn about one tactic used to do just that.

Plan B is conceptually simple: whenever the police arrested activists in their demonstrations, Otpor! would instantaneously launch a second operation, mobilizing more people to show up at the police stations and protest the arrest. The events at the police station became media showpieces, calling attention to the injustice of the arrests and the illegitimacy of the regime. They also provided moral support and encouragement to the arrested activists, turning them into local and national heroes, rather than forgotten victims. Otpor! thus turned the regime's policy of arrests to its own advantage and continued to build a movement.

Police arrests of nonviolent activists, and repression in general, are seldom if ever accidental state strategies. Their objective is to deliberately weaken, frighten and disempower resistance. And it often works. Getting arrested is a frightening, isolating and traumatic experience. If a regime uses such psychological tools strategically, it can often cripple the growth of opposition movements. Repression is thus a common state tool of political-psychological warfare. It is our hope that Otpor!'s success in turning this on its head will provide both lessons and inspiration for other activists around the world.

To read more please visit www.newtactics.org

Harnessing new technology for new tactics

Sending out an SMS

Most innovative uses of the mobile phone to support human rights work and activism have so far focused on the phones text messaging, or SMS (Short Messaging Service) functionality. For example, Amnesty International in the Netherlands built a large network of SMS users who can instantly send thousands of Urgent Action Messages asking for the safe release of detainees. That campaign was wildly successful, especially among youth. Read the whole story on the New Tactics web site (www.newtactics.org). The notebook explains how the campaign was funded and supported, and covers how to contract out the technical aspects.

Organizing demonstrations

The Orange Revolution in Ukraine relied extensively on text messaging. Mobiles were used to encourage demonstrations against election fraud, which led to a new vote. Hundreds of thousands of Ukrainians, mostly youth, used SMS to co-ordinate protests.

Coup de text

The Philippines provided in 2001 what remains perhaps the main case study of cell phones and SMS being used to mobilize popular support against government corruption and to bring about regime change. Demonstrations involving as many as 1 million people relied heavily on instant mobile communication for their success. Political text jokes spread like virus. A steady stream of polls, petitions and motivational messages nurtured morale and determination until victory messages scrolled on the mini-screens.

Protest Ringtones

As customizable cell phone ringtones have become a commodity, a number of protest sound bites have now been made available for free downloading. These can be used for instance to express popular outrage at political scandals involving government officials.

For more examples on using mobile phones for activism please visit www.newtactics.org

Other useful resources:

MobileActive

MobileActive is a global network of people (and their tools, projects, and resources) focused on the use of mobile phones in civil society. MobileActive provides a comprehensive platform for data on mobile projects and mobile use around the world. Visit www.mobileactive.org

Kiwanja

Since 2003, kiwanja.net has been helping local, national and international non-profit organisations make better use of information and communications technology in their work. Non-profits in over forty countries have so far benefited from a range of kiwanja initiatives, including FrontlineSMS and nGOMobile. Visit www.kiwanja.net

The time is right for Mobile Activism: 3 billion mobile phones . . . and counting



Mobile phones are proliferating at astounding rates across socio-economic and cultural boundaries, revolutionizing the way we organize ourselves and do business. With close to 3 billion mobile phones expected at the end of 2007, they are found in every corner of the world, used by people to communicate with each other, and access and deliver information and services.

These trends are highly promising for NGOs and civil society organizations that can now engage people on issues that matter most through always-on, always-on-hand devices.

Examples of innovative campaigns and projects abound. Democracy organizations have used mobile phones to swing elections through innovative get-out-the-vote activities, ensured impartial voting through poll monitoring via SMS, developed ground-breaking new information services with vital civic or health information, documented abuses of political prisoners, and lobbied legislators to pass environmental laws.

Mobile phones have been used to mobilize hundreds of thousands of peaceful demonstrators in countries across the world with text messages and brilliant political ringtones. They are being used in environmental campaigns in Argentina, and to advocate for an independent judiciary in India, for support of emigrant and migrant communities in the Philippines, and for disease detection and prevention in Rwanda. Mobile phone services provide sexual health information in the UK, Australia, and the United States, and deliver aids drugs and services in South Africa. Mobiles are used to track financial transaction in microfinance groups in India, and are used to document and monitor fair trade practices in Mexico.

Mobile innovations abound with this new tool for use in social change work.

Kubatana engages SMS in Zimbabwe

Kubatana uses a variety of technologies to communicate with Zimbabweans - SMS is one of them. We send out notifications of public events, inspiring quotations, selected comments from current and past articles and statements, and we convert some of our web site content into thought provoking tasty 160 character messages.



What we really value is getting to know what members of the general public in Zimbabwe think. To facilitate this dialogue, Zimbabweans can respond to any SMS we send out. Democracy is a two way thing! Often we take some of the feedback we get via SMS and share it on the Kubatana Blog so that more people benefit from, and can join the conversation. So, if you're reading this newspaper, let's get together, and message together. If you live in Zimbabwe and you'd like to get involved please SMS Kubatana on 0912 452 201 or email us at info@kubatana.org.zw

And if you're a human rights defender living in another country, why don't you consider implementing SMS in your communications strategy in the fight for human rights. Please send us an email and tell us about your initiatives!

Visit www.kubatana.net for more information on human rights in Zimbabwe

Some Feedback, *please!*

If you have found the information about the New Tactics in Human Rights Project useful and interesting, please email us and let us know how you might consider implementing some of the tactics in your community or in your NGO work. You can reach us at info@kubatana.org.zw and you can also email the New Tactics in Human Rights Project at newtactics@cvt.org - thanks for taking the time to give some feedback.

www.newtactics.org