

USING THE WORKBOOK AS A RESOURCE

Whatever your role in the struggle to promote the basic dignity of the human being, whether you are a community organizer, a government official or the head of a multinational corporation, we hope that this book changes the way you think about what's possible in your work. In the stories that follow we want you to see new opportunities, new partnerships and new tactical approaches to help you advance human rights.

We also want to challenge you to examine your own work in terms of tactics and strategies. With so much important work and so few resources, human rights advocates may see this kind of examination as a luxury. But when we think tactically and strategically we can often do better work faster. The worksheets in the back of the book (pp. 155–156) may help you outline your goal, choose a target, develop your strategy and choose tactics to implement that strategy. The article “The Need for New Tactics” (p. 12) explains the place for tactical thinking in the human rights movement as a whole.

We hope these worksheets and this book as a whole can be a starting point for your own thinking, or for discussions in your organization or within any group working to improve human rights. Get together to find inspiration in the stories that follow and brainstorm ideas of your own. Use the questions throughout the book to help you look more closely at individual tactics and the aspects of them you might use in your own work.

As you browse through the book, the tactics that might catch your eye at first may be the ones that have been used in your region or in fields of work similar to yours. But these tactics may not necessarily be the most useful to you. Instead of organizing this book geographically or by human rights area, we have grouped the tactics into four categories:

- 1 Those that aim to prevent imminent abuse (in the Prevention Tactics chapter, pp. 28–47).
- 2 Those that intervene to stop ongoing abuse (in the Intervention Tactics chapter, pp. 50–81).
- 3 Those that help restore and rebuild people and communities after abuse has ended (in the Restorative Tactics Chapter, pp. 84–113).
- 4 Those that promote human rights by building communities and cultures where those rights are understood and respected (in the Building Human Rights Cultures and Institutions chapter, pp. 116–151).

You might want to think about the primary challenge you face — intervention or prevention, for example — and start browsing in that chapter. At the same time, you will quickly find that tactics can often be used for several purposes and may address more than one of these goals. However you approach it, we urge you to read with an open mind, ready to consider what you might learn or adapt from each tactic. Some of the tactics you read about will be readily useable in your situation, others will require greater analysis and adjustment. The worksheets in the back of the book include a list of questions to consider when adapting tactics (pp. 161). If you want to browse an expanded and continually growing list of tactics, see our searchable online database at www.newtactics.org.

Neither this book nor the New Tactics project seeks to promote any particular tactic or to tell you what would be appropriate in your situation. It is up to you to consider tactics in the context of your :

overall strategy

financial resources

human resources

political openings

cultural considerations

We hope you will find this workbook a valuable resource, one that inspires you to reexamine your own work and see new possibilities for advancing human rights. Given the nature of its content, this book will always be a work in progress, never an exhaustive catalogue of tactics. The New Tactics project will continue to research innovative tactics being used around the globe and promote them through the other tools we create — including the searchable online database (available at www.newtactics.org), training workshops, tactical notebooks and others. Your comments, additions and suggestions will always be welcome. Please use the form at the back of this book or contact us at newtactics@cvt.org.

Key Terms

These are some of the important terms we use throughout the book. These words are used to mean many different things in other contexts. This is the way we define them for our purposes.

Goal The aim or purpose toward which an effort is directed.

Strategy An outline of key steps and approaches in accomplishing the goal.

Tactic(s) A specific action taken to implement a strategy. Tactics are the levers or mechanisms to carry out a strategy. They are the means through which a change is made, while a strategy defines what is important to do. Tactics are about “the how,” while strategies are about “the what.”

Target(s) The person, place or thing the tactic is intended to affect.

Active allies People or organizations who actively and openly support and are involved in your work.

Passive allies People or organizations who support your goals but have not yet become involved in advancing your work.

The Research Process

The tactics included in this workbook, in the database on the New Tactics web site (www.newtactics.org) and in New Tactics workshops are drawn from a broad range of work. Some have been used by people who identify themselves and their work as part of the human rights struggle and others by individuals working in business, government, law enforcement, conflict resolution, environment, labor, women's rights and other movements for social change and justice. All of these people work to promote the basic dignity of the human being, as defined in the foundation documents for human rights law.

These documents are collectively known as the International Bill of Human Rights: the Universal Declaration of Human Rights (1948), the International Covenant on Civil and Political Rights (1966), its Optional Protocol and the International Covenant on Economic, Social and Cultural Rights (1966). These documents were followed by more than twenty human rights conventions – treaties that become binding law in those countries that ratify them.

We have included only nonviolent tactics in this workbook because we believe that they are the most appropriate to protect and advance human rights. When people who are frustrated by social injustice have used violence, it has often prompted repressive social measures that, in turn, have violated human rights. We recognize that the pursuit of human rights will involve struggle. It is our hope that by learning about tactics from around the world, people will find effective ways of working for human rights without using violence.

In November 1999, CVT staff and volunteers began researching tactics being used to advance human rights. In particular, we sought tactical approaches that would inspire others to think creatively and to take effective action. We cast the net widely, surveying work done by civil society organizations, international agencies, government bodies, businesses and other organizations to discover what people were doing to build constituencies, pressure for change and promote human rights. Volunteers, including students, professors, health professionals, public relations professionals, business consultants, journalists, computer specialists and others, contributed countless hours to this effort. The New Tactics Working Group and Advisory Committee also offered invaluable assistance.

Researchers contacted funders of human rights work, attended conferences, searched written materials and the Internet and conducted countless interviews over the phone and in person. We have made every reasonable effort to contact the organizations involved and to verify the information we have included. When this was not possible, the New Tactics team decided whether the information was sufficient to be useful and whether it was already public. If an organization was not comfortable with having a tactic summary or contact information included, that information was removed.

The first draft of the New Tactics in Human Rights Workbook was printed in September 2000, followed by a second draft in 2001. The third edition builds on the substantial work done in those two drafts.

As with all work, this workbook reflects its authors' biases, including the places we looked for ideas and what was available to us within the limits of research and technology. Due to the constraints of time, available information and resources, some sections and examples are more complete than others. Readers can help us improve later editions by sending in information, indicating biases that distort the facts and suggesting additional tactics and materials to include. We welcome your contributions in these areas as well as in any part of the workbook.

About the New Tactics in Human Rights Project

Led by a diverse group of international organizations and practitioners and coordinated by the Center for Victims of Torture (CVT), the New Tactics in Human Rights Project promotes tactical innovation and strategic thinking within the international human rights community. It works to enhance the effectiveness of practitioners and organizations worldwide by developing tools and networks for sharing creative ideas and fostering tactical innovation.

This workbook is one of several tools developed by the New Tactics project to illustrate the wide range of tactical possibilities in human rights work.

The New Tactics web site, www.newtactics.org, includes a searchable database of tactics and forums where people can build networks and exchange ideas.

The Tactical Notebooks are a series of first-person, in-depth case studies that provide a detailed look at how a tactic was implemented and the challenges that were faced along the way.

The Regional Training Workshops, held in each region of the world, bring together people who have used innovative tactics to train each other on those tactics. Participants work hard and leave with a new range of tactics available to them, new confidence in their training ability and a new network of colleagues across a range of human rights fields.

About the Center for Victims of Torture

The Center for Victims of Torture works to heal the wounds of torture on individuals, their families and their communities and to stop torture worldwide.

At its founding in 1985, CVT was the first torture treatment center of its kind in the United States and the third in the world. Today CVT provides torture survivors with counseling, medical care and social services in a holistic treatment model; trains educators and medical professionals who may work with survivors of torture or war trauma; conducts research on the effects of torture and effective treatment; and lobbies locally, nationally and internationally to put an end to torture.

The New Tactics project emerged from CVT's own experience as a creator of new tactics and as a treatment center that also advocates for the protection of human rights from a unique position – one of healing and of reclaiming civic leadership.

For more information, see our web site: www.cvt.org.

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Access to Justice, Nigeria

The Center for Victims of Torture, United States

The Danish Institute for Human Rights, Denmark

The Helsinki Citizens' Assembly, Turkey

The ICAR Foundation, Romania

National Coordinator for Human Rights, Peru

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