

Frequently Asked Questions

Past Grant Partner Projects have been highly competitive -- more than 170 applications were received during the 2007 application process. This information is designed to help you better understand the initiative, and how to design a project that is more likely to be selected. You will find more detailed information below regarding the following nine frequently asked questions.

1. What is the the goal of the New Tactics in Human Rights Grant Partner initiative?
2. What are the requirements and expectations?
3. What New Tactics resources are available to use?
4. What are examples of methods used to distribute these resources?
5. What are the elements of an effective project plan?
6. What will a successful project look like? Are these examples of 'objectives'?
7. What are elements of a clear evaluation plan?
8. How do we apply and how will applicants be notified about their applications?
9. What happens if our organization is selected to receive a grant?

1. What is the the goal of the New Tactics in Human Rights Grant Partner initiative?

The 2008-09 New Tactics - National Endowment for Democracy (NED) sponsored Grant Partner initiative seeks to enable human rights activists to access and utilize practical information on a range of tactical ideas and options in order to improve strategies to advance human rights. The current New Tactics Partner Grant initiative combines technical assistance and financial support for up to seven (7) local partners seeking to **use New Tactics project resources and tools to improve their efforts to promote and defend human rights.**

Specifically, the New Tactics Partner Grant initiative seeks to:

1. Identify human rights and democracy activists in up to seven (7) countries who have outlined promising plans for addressing a specific issue in their country.
2. Provide financial and technical support to those partners, allowing them to reach out to colleagues and other targeted audiences to cooperate on strategic campaigns of their choosing.
3. Provide financial support to translate New Tactics project materials (tactical notebooks, tools, tactical case studies, etc) into languages which can be shared with others in the broader New Tactics network.
4. Provide technical support to partners to use the New Tactics website (www.newtactics.org) to work with peers and to share their experiences with New Tactics ideas and materials, so that others can learn from them.
5. Gain new materials and ideas to help human rights advocates to consider and adapt tactics successfully used elsewhere, and to build new alliances and collaborations to deal with complex issues being faced by the broad human rights community.

The New Tactics Project - through it's variety of resources and tools, including the Partner Grants - has helped many organizations to:

- better understand their strategic situations;

- build relationships with new allies locally and internationally;
- use and adapt new approaches, in human rights issues as diverse as corruption in Kyrgyzstan, new laws against gender-based violence in Nigeria, or truth and reconciliation processes in Indonesia.

New Tactics Partner Grants have been used by nearly 60 organizations since 2004.

2. What are the requirements and expectations?

A. Requirements

1. Eligibility:

- Must be non-governmental or comparable civil society organization NOTE: This provides an opportunity for a broad range of organizations to apply.
- Organizations must be eligible to receive grants from the National Endowment for Democracy (NED), with whom New Tactics consults prior to final approval of grant partners.
- Capacity and willingness to use the New Tactics website online community tools and resources to share project experiences and results. Note: Your organization does not need to own a computer; your project does need to have regular access to a computer that can connect to the internet. Use of a partner organization's computer or use of an internet café is acceptable. If you are purchasing computer time, your budget should reflect this cost.

2. Budget:

- Submitted budget must not exceed USD 6,000 (Note: New Tactics reserves the right to offer a grant at less than the submitted budget). If the expenses of the proposed project exceed USD 6000, the applicant must identify 1) what areas the New Tactics grant will fund; and 2) how additional funding has been secured.
- Eligible costs include staff, communication costs including Internet charges, translation, printing/photocopying, meetings/conferences and other relevant project expenses. NOTE: It will be important to include internet costs for general participation in the grant process, as well as any additional plans the organization has for utilizing internet tools and resources in the organization's project proposal.

3. Timeline. All projects must be completed within the overall project timeline:

1. Deadline for applications to be received: **Monday, 27 October 2008**
NOTE: Applications received after Midnight USA Central Standard Time will not be eligible.
2. Partners/Grantees announced: **On or before 01 December 2008**. NOTE: Selected partner organizations will receive a contract agreement outlining all expectations and obligations.
3. Orientation of partners/grantees: **Within the Month of December 2008**
Note: New Tactics will arrange for an orientation with the selected partners.
4. Three Reports will be required: Interim Reports will be due on **March 31** and **June 30**; and a final report will be due on **August 31**.

B. General Participation Expectations

1. Selected grant partners must:

- Participate in the New Tactics website. Grant partners are required to share their experiences using the New Tactics tools with the other grant partners and New Tactics community members. Information shared with the broad public will be collaboratively determined and shared. Note: Grant partners do not need their own website but they will need access to the Internet - frequency of access is negotiable.
 - Submit three (3) reports (two progress reports and one final report). Grant partners will receive an orientation for report requirements. Reporting guidelines will be shared with grant partners through the New Tactics website, similarly, questions regarding reports will be addressed on the website. Reports will be submitted through the New Tactics website.
2. Selected partners will use this funding to apply and/or adapt New Tactics resources and tools to their work in order to build and strengthen strategies, skills, alliances and networks, and improve effectiveness in reaching goals.
 3. Selected partners will have opportunities to share their stories through the 'New Tactics in Action' website feature and be promoted on the front page of the website. This will include a description of the activities carried out using the New Tactics tools, photos, video, etc.

3. What New Tactics resources are available to use?

We highly encourage organizations to be specific about the New Tactics resources you plan to utilize and/or your plan for making that determination. **Please Note!** Many New Tactics resources have already been translated into other languages. Translated versions are usually noted in the weblinks provided, or you can review this list of PDFs for the languages in which you may be interested (<http://www.newtactics.org/en/AboutNewTactics/CurrentMaterials>).

Some examples of available resources are listed below.

- *New Tactics in Human Rights: A Resource for Practitioners* (book with introduction to tactical innovation and approximately 100 case studies, organized by strategic situation) <http://www.newtactics.org/ToolsforAction/TheNewTacticsWorkbook/Readordownloadfiles>
- Tactical Notebooks (46 publications, each providing in-depth, practical discussions of one specific tactical experience) <http://www.newtactics.org/en/Notebooks/Grid>
- Tactical database (approximately 160 diverse case studies and searchable by keywords) <http://www.newtactics.org/en/tactics/database>
- [New Tactics Tools and Workshop resources](#)
 - Tactical Mapping Tool (<http://www.newtactics.org/node/2607>)
 - Spectrum of Allies (http://www.newtactics.org/sites/newtactics.org/files/resources/Spectrum_of_Allies_Exercise.pdf)
 - Workshop models (<http://www.newtactics.org/TraininginPractice>)
 - and more (<http://www.newtactics.org/TrainingTools>)
- New Tactics website content (Information available on <http://www.newtactics.org/>)
For example:
 - Online Dialogues (<http://www.newtactics.org/en/dialogues/home>)
 - InterTactica (<http://www.newtactics.org/en/blog/philippe-duhamel>)

4. What are examples of methods used to distribute these resources?

A key part of your proposed project might include using the New Tactics materials to reach

out to colleagues, influence key audiences, inform the general public. You might translate, print and distribute some of the resources listed above; some methods for doing so include:

- **Workshops or Forums:**
 - Face-to-face Forums or Workshops: discussions in local languages featuring New Tactics materials and local/regional successful tactics.
 - Virtual Forums: discussions in cross-border languages using on-line communication tools to discuss New Tactics thinking, materials and local/regional successful tactics to share with the broad human rights network through the New Tactics website. (NOTE: if selected, you will get technical assistance on how to use New Tactics website communication tools.)
- **Website-based resources:** Development of New Tactics website content in cross-border languages (e.g., Russian, Spanish, Arabic, French, etc.) as well as an outreach component to ensure that human rights advocates and organizations are informed of the website and the available tools in the language(s) offered. (Link to New Tactics website: <http://www.newtactics.org>)
 - Note: Website content might include general website pages; New Tactics dialogues; hosting special topic dialogues, etc.
- **Media:** Local and regional outreach campaigns to encourage media broadcasting (print, radio, TV, Internet, mobile phones, etc) of relevant stories, thereby bringing New Tactics concepts, ideas and materials to a much broader public audience.

You might also create new resources, for example: Use of [tactical mapping](#) or [other project tools](#) to design and manage collaborative campaigns to apply multiple tactics towards an identified rights-related campaign.

- See also "[How to use New Tactics Resources](#)"

Any dissemination of materials should match the overall goal of the proposed initiative -- for example, if you seek to distribute materials through the media, there should be a clear reason why you are planning to reach a broad audience.

5. What are the elements of an effective project plan?

- Identify what you plan to achieve: What are your intended results? (see Question #6 for examples of results)
 - State your goal: the intended and ultimate *impact* on the issue you are working to change. For example, a goal might be to reduce torture, or to increase the community's participation in development projects.
 - Outline clear objectives, describing the *outcomes* of the plan: For example, state what you hope to achieve by using New Tactics Project materials and resources, such as adapting and implementing the "Child-Friendly Villages" tactic to reduce the incidence of child labor in a specific community; or creating a local mediation council to reduce community conflict.
- Outline clearly the activities you intend to carry out: What specific steps you will take to reach your objectives? How will you use the New Tactics Project materials and resources to reach your objectives?
 - Some helpful questions for reflection when developing your project plan might include:
 - What is the human rights issue area you seek to address?

- Who is your intended audience?
- Who will be involved in the project inside and outside of your organization?
- What New Tactics materials and resources do you plan to use? How are these important to your overall goal(s)? (see Questions #3 and 4)
- If you plan on translating material, into what language will this be? Why is this translation important for your effort? (see Question #3)
- What methods will be used to disseminate material, media, and/or resources? (see Question #4)
- How and what do you plan to share with the New Tactics community via website?

6. What will a successful project look like?

What will "success" look like? What does it mean to use the New Tactics resources to "improve your work?" It can mean many things, but here are some examples from past project participants, who have:

- Gained a better understanding of their strategic situation
 - Example: After studying case studies from other countries, a group realized that, in order to persuade a local leader to take stronger steps to end gender-based violence, they needed to recruit others from the community.
- Built new and stronger relationships/alliances.
 - Example: Working with colleagues, an NGO built a detailed "tactical map" of the institutions supporting torture, allowing better coordination of multiple efforts to end this human rights abuse.
- Adapted tactics to their situation.
 - Example: Inspired by a tactical notebook from another country, activists employed a new way to quickly secure the release of colleagues arrested at a peaceful demonstration.

7. What are elements of a clear evaluation plan?

The evaluation section of the application tells us how you plan to assess the effectiveness and impact of your project. The following questions may be helpful for you to consider as you design the best way to develop your own plan for evaluating your project:

1. What is the current situation? (This will help you measure at the conclusion of the project what, if anything, has changed.)
2. What information do you plan to collect that will show a change in the situation? What information do you need to collect to identify how well you implemented your plan? (For example: how will you know how many people in your target audience that you reached? how will you document the response from your target audience)?
3. How will you know if you achieved the key objectives of your plan? For example, Do you have clear expectations for how many people you will reach, or how much information you will develop or distribute, or what specific outcome you desire from an activity you will carry out?
4. Who or what are you trying to influence with your project plan? (For example: other activists; a government institution or political leaders; other civil society groups; the general public, etc)
5. What is your plan for learning about the results of your project? What is your plan for getting responses from others? (For example: a survey of workshop participants; follow-up interviews with your target audience; comments in an online

discussion; the number of people signing a petition; stories about your project in the media, etc)

6. How will you know if you had any impact on the issue you are addressing? (For example: a change of attitudes or behaviors; a change in policy or law; increased number of people joining a campaign; greater cooperation between different organizations, etc.)
7. What is your method or means of measuring your immediate objectives (or outcomes) versus long term goals (or impact)? NOTE: It is unlikely that you will be able to show long term impact within the grant period which ends July 2009, but the New Tactics project hopes that you will have some ideas about how to determine signs or early indications of success.
 - Example: In Cameroon an immediate goal was achieved by bringing women's organizations together to discuss and address the issue of under-age marriage of girl children. A long term tactic of registering the birth dates of girl children to reduce the incidence of under-age marriage was identified, will need to be implemented, and monitored for future evaluation of success of the tactic.

8. How do we apply and how will applicants be notified about their applications?

We have tried to make the application process easy and accessible. We always welcome your comments and feedback to improve the process.

1) The on-line application form

The on-line application form provides two excellent and easy ways to verify that your application has been received. After you fill out the on-line application form, be sure to click the "Submit" button. This saves your information and provides you with verification. You will:

- receive a message thanking you for submitting the application.

and

- receive a New Tactics e-mail sent to the e-mail address of the contact person you provided on the on-line application form. This e-mail message will also provide you with a copy of all the information you submitted in the on-line form. Be sure you review this information to be sure that it is accurate.

NOTE: If you do not receive the New Tactics e-mail confirmation message, please contact New Tactics at: newtactics@cvt.org

2) If you have limited access to the internet

You may download a PDF version of the application form. You will find this on our website: www.newtactics.org/en/grants/ned2008/rfp

If you have difficulties downloading the PDF, please send us an e-mail message requesting the PDF Application Form. Please be sure to write "New Tactics Grant Application Request" in the subject line. Send your request to: newtactics@cvt.org

Please submit your completed PDF application to the New Tactics project by ONE of the following means:

- E-mail - NOTE: we prefer to receive your application via e-mail. Sent it to: newtactics@cvt.org

NOTE: Please indicate in the subject line "New Tactics Grant Application Form"

If you are unable to send the application via e-mail, you may either FAX or send by mail:

- FAX: +1-612-436-2606 (NOTE: Please send to the attention of Nancy Pearson)
- Post: Send to the "Attention of Nancy Pearson, Project Manager, New Tactics in Human Rights Project, c/o The Center for Victims of Torture, 717 River Road, Minneapolis, MN 55455, USA"

9. What happens if our organization is selected to receive a grant?

If your organization is being considered as one of the grant partners, the New Tactics project will contact your organization and the contact person listed in your application. You will be given an opportunity to:

- review the grant requirements; and
- ask any additional questions you might have before making a final decision.

The final step in the process requires your representative to sign a contract agreement.

Grant implementation stage: Your organization will proceed to implement your project beginning on 01 December 2008 and concluding on 31 July 2009.

During the grant period, the New Tactics Project will provide all the selected partner organizations with:

- orientation materials,
- website technical support,
- ongoing guidance,
- an opportunity to connect with the other partner grant organizations through the use of technology tools, and
- an opportunity to share your experiences with the broad New Tactics network and larger public through the New Tactics website.