



New Tactics in Human Rights International Symposium

September 29 – October 2, 2004

Ankara, Turkey

“It was one of the most inspiring conferences that I have ever taken part in.”

“The project is a wonderful opportunity for human rights activists to learn from each other and identify new ways of addressing the issues they work with.”

“Thank you (and all those involved) for giving me an inspiring, enlightening and profoundly satisfying experience.”

“The symposium was an ‘eye opener’ to me. Many people will benefit from the New Tactics ideas and the multiplier effect will be overwhelming.”

Organized by

Center for Victims of Torture

Helsinki Citizens’ Assembly

Public Administration Institute for Turkey and the Middle East (TODAİE)



12/17/2004

Symposium Report
www.newtactics.org
www.yenitaktikler.org

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Summary

The New Tactics in Human Rights International Symposium was the first training meeting of its kind, bringing together human rights activists from a broad range of disciplines to focus not on a single issue or region but on a full range of tactical possibilities and possible solutions. About 450 human rights advocates from 89 countries, representing fields as diverse as domestic violence and sustainable development, gathered for four days in Ankara, Turkey. The full schedule included five tactical workshop sessions, with a total of 35 tactical and strategic workshops, five plenary sessions for a broader look at effective strategies in human rights struggles, two regional caucus meetings and plenty of informal networking opportunities.

Notable speakers included Turkish Prime Minister Recep Tayyip Erdoğan, Turkish Foreign Minister Abdullah Gül, Nobel Laureate Jody Williams of the International Campaign to Ban Landmines, Mary Lawlor of Front Line, Sofia Macher of the Peruvian Truth and Reconciliation Commission, and Kailash Satyarthi of the Global March Against Child Labor.

The training model used in the workshops built on the experience the New Tactics project had gained in five regional training workshops held from 2002 to 2004. Symposium presenters were asked to focus on a tactic and how they implemented it rather than the problem they were addressing. The objective was to give participants enough information to imagine applying each tactic in their own situations and persuade others to use it. Each tactical workshop included one featured tactic and two complementary tactics, which were similar to the featured tactic but had been used in very different situations and with different human rights issues. This approach highlighted the transferability of tactics from one situation to another.

A major goal for the Symposium was for it to serve as a springboard for further work based on the principles of the New Tactics project, including collaboration among diverse groups of human rights advocates and maximizing tactical flexibility. Symposium participants began laying the foundation for future cooperation before they even left Ankara. They gathered twice during the Symposium in regional caucuses, where they could build networks and make plans for collaboration, and made connections in workshops, over shared meals and at social events. Many participants have already told us about specific plans they have made for new networks and joint projects.

The challenge facing the New Tactics project now is to build on these successes by ensuring that the project's partners have what they need to take greater ownership and initiative in the project, and working to

ensure that the project's tools and conceptual framework contribute to the effectiveness of human rights advocates as they take the next steps to implement ideas the project has sparked.

Symposium Organizers

The **Helsinki Citizens' Assembly (HCA)** in Turkey was founded in 1990, by societal leaders working for the democratic integration of Europe from below. Working internationally and regionally through the international HCA network, it strives to strengthen civil society in Turkey through fostering on human rights and democratic processes.

The **Center for Victims of Torture (CVT)**, the first torture treatment center of its kind in the United States, works to heal the wounds of torture on individuals, their families and their communities and to stop torture worldwide. 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 perspective – one of healing and reclaiming civic leadership.

The **Public Administration Institute for Turkey and the Middle East (TODAIE)** is a government educational institute for research and in-service training of public officials and civil servants.

About the New Tactics Project

The International Symposium was jointly organized by the Center for Victims of Torture (CVT) and Helsinki Citizens' Assembly – Turkey (hCa) and within the general framework of New Tactics in Human Rights project. The Public Administration Institute for Turkey and the Middle East (TODAIE) was also a partner, contributing to the planning process and hosting the Symposium at their facility. The New Tactics in Human Rights Project is an international initiative coordinated by the Center for Victims of Torture that promotes tactical innovation and strategic thinking within the international human rights community.

Since 1999, the New Tactics in Human Rights project has been working to:

- Systematically document and disseminate the range of tactical options available to the human rights movement;
- Facilitate cross-training experiences and help practitioners to train others in new tactics;
- Develop tools and networks that share creative ideas and foster tactical innovation;
- Enable practitioners to use tactical and strategic thinking.

To accomplish these objectives, the New Tactics project has created several tools and networks that are designed to share creative ideas and foster tactical innovation among a broad range of rights-related advocates. Accomplishments of the project include:

- Assembled a *leadership group* that includes an Advisory Committee of 11 world leaders, a Working Group of 22 human rights leaders from 18 countries, and a group of six partner organizations
- Published in English and Turkish the workbook *New Tactics in Human Rights: A Resource for Practitioners*, which serves as an introduction to tactical thinking and highlights approximately 100 tactics from around the world so that others can adapt these methods or be inspired to create their own.
- Worked with local partners to hold five *regional cross-training workshops*, in which a carefully-selected group of 10 to 12 innovative practitioners train each other in the tactics they have developed and exchange experiences and ideas that can improve human rights in their region. Workshops were held for Eastern

and Central Europe, Africa, Western Europe and North America, Latin America, and a Regional Seminar was organized for the Eastern Mediterranean, the Middle East and Turkey. (See Next Steps for plan for a regional cross-training workshop in Asia).

- Worked with the participants at the regional workshops to develop 29 *tactical notebooks*, with more being developed, each of which describes the tactics the advocates used to advance human rights, explaining whether and how others could use similar methods in different circumstances. Some of these notebooks are also available in French, Turkish and Spanish.
- Launched a *web site* (www.newtactics.org) that includes a searchable database of more than 130 examples of tactical innovation. The site also includes electronic versions of the project's materials as well as forums for discussions on human rights tactics and strategy. The web site also serves as a central point for electronic efforts to reach human rights activists, such as the project's regular e-mail newsletter or registration for the International Symposium. A Turkish language website (www.yenitaktikler.org) was also developed in the months leading up to the Symposium. Electronic tools are also available in CD format.

Symposium Goals and Achievements

The Symposium represented the coming together of nearly a decade of work building networks, developing tools and testing training methods by the New Tactics project. The event itself was designed to bring together practitioners from around the world to learn about new tactical approaches, build international networks of innovation and train other participants in tactics that have resulted in concrete improvements in the on-the-ground realization of human rights. The Symposium was not intended to prescribe a particular approach or way of thinking or endorse one set of tactics for use in all circumstances.

The Symposium met a number of its objectives, including:

- **Demonstration of a breadth of tactics available to the human rights community, government officials and others;**
 - With nearly 100 tactical presentations from around the globe and from fields as diverse as public health, the environment and women's rights, the Symposium represented a full range of the tactical possibilities represented in the broad human rights arena. This unique mix of people and tactics resulted in an unusually energetic and creative combination. The diversity of tactics featured at the Symposium also allowed participants to see new possibilities and make new connections that they said they will take back to improve their work.

"This has been a great opportunity for all human rights practitioners to learn, share and contribute to the appropriate tactics to improve program strategies in order to get greater impact. Also, all the tactics I have heard from are tactics that I never thought about." Sothea Nim, Cambodia

- **Creation and dissemination of training materials and information about promising tactics;**
 - In addition to participant kits in all four languages with workshop summaries and other background material on the project, 29 tactical notebooks were made available to participants. Each participant also received a copy of the book *New Tactics in Human Rights: A Resource for Practitioners*, with 100 examples of tactics, and the CD *Weaving New Tactics into Your World*, which contains a number of resource materials on tactics and tools for disseminating the project ideas and concepts. Workshop presentations are also available on the web site, www.newtactics.org.

- **Creation of international networks of innovation that promote collaboration among a diverse set of human rights advocates;**
 - Participants met in regional caucuses to build networks in their own regions; many took the initiative to organize meetings around particular issues or topics outside scheduled meetings. The focus on tactics rather than specific human rights problems also allowed participants to imagine new opportunities for collaboration across issues and borders. In their evaluations, many participants noted new connections and networks they plan to maintain. The project is already seeing examples of this and we will follow up with participants to track their successes in building networks and collaborating across sectors.

“What was most useful to me was the breadth of the supportive possibilities of an international network. It was very encouraging. There was a wide range of tactics that hold possibilities of cooperation in different ways.” Donald, South Africa

- **Providing political and civil society actors in Turkey with a wider set of tactics and stronger networks of support from around the world for their efforts to improve human rights**
 - About 150 government and civil society representatives from across Turkey participated in the Symposium. Prime Minister Recep Tayyip Erdoğan and Foreign Minister Abdullah Gül both spoke at plenary sessions and pledged their support for human rights. (See Impact on Turkey, below.)

Focus on Tactics and Strategy

The Symposium **reconfirmed the value of sharing tactics and strategy.** Uniquely in the human rights world, the training and learning that occurred at the Symposium was not issue-based but rather focused on strategies and tactics that can help advocates do their work more effectively and efficiently. Many participants — including Nobel Laureate Jody Williams— publicly commented that they found this methodology inspiring, and that it helped them think about ways to do their own work better.

“The ability to keep so many committed human rights activists on the same page and focused on strategies and tactics rather than their particular work was awesome indeed. I have learned a lot -- and am still ruminating on it. And think I will be for quite some time.” Jody Williams, International Campaign to Ban Landmines

“This symposium is already fantastic. It’s the methodology that is so much what we need. Our government people need to have this too. I wish they were here. I’ve learned so much already.” Participant from Brazil

Participant Materials

All participants received a number of valuable resources to be able to use when they returned home:

- *New Tactics in Human Rights: A Resource for Practitioners* (a 200-page book with 100 tactical case studies, available in both English and Turkish)
- A selection of 29 Tactical Notebooks. Participants were able to choose the ones they were most interested in. All were available in English, while some were also translated into Turkish, Spanish and French.
- The CD *Weaving New Tactics into Your World*, which contains a number of resource materials on tactics and tools for disseminating the project ideas and concepts.
- Tactical summaries of the more than 90 tactics featured at the Symposium
- Background articles on tactical thinking and the New Tactics project.

Also, participants made information about their own organizations available in a resource room. And the daily Symposium newspaper, was published in four languages.

About the Participants

One man took a taxi across Iraq. A woman, when she found out she had received a scholarship, asked her neighbors to help buy fax paper so that she could receive the official invitation.

Despite the difficulties, more than 500 people came together in Ankara to learn and share tactics. They came from 89 countries and represented the full spectrum of human rights work, in fields as diverse as:

- Preventing domestic violence in Jordan
- Reforming the judicial system in Uzbekistan
- Providing trauma therapy in Palestine
- Empowering women in Bangladesh
- Working for sustainable development in Nigeria
- Fighting ethnic discrimination in Turkey
- Promoting just investments in the United States
- Defending Colombian refugees in Venezuela

551 people attended the Symposium, including:

327 general participants

111 trainers and speakers

80 staff and volunteers

33 interpreters

Many of these people never would have met at traditional human rights conferences organized around fields of work or regions. At the Symposium they were able to exchange ideas, socialize and make plans for future collaboration.

"Honestly, how beautiful the mix, diversity and synergy of the participants and hosting nation." Marianita, Philippines

"This (Symposium) has been valuable already. At most of the conferences we go to, we meet other doctors. We rarely find lawyers and community activists as we have here." Arash, Iran

"In similar symposiums, meetings or conferences, representatives mostly from Western countries state what is to be done. However, in this symposium, the variety of participants and speakers, especially from non-Western countries, was important for me." Participant, Turkey

For many participants, the Symposium was the first international conference they had attended. For some it was the first time they had traveled outside their home countries. Often people involved in human rights at

Regional Diversity

The 438 participants represented the following regions:

Turkey	176
Latin America	47
North America	45
Africa	42
Asia	38
Central and Eastern Europe	33
Western and Northern Europe	24
Eurasia	15
Australia	2

the grassroots level may feel isolated because they do not have opportunities to share their struggles and new ideas with colleagues from around the world. One hundred and twenty scholarships, covering airfare, visas and accommodations, made attending the Symposium possible for people who otherwise would not have been able to travel to Ankara and contributed to a rich, diverse environment for all participants.

In addition to the 438 registered participants, about 55 college students worked as temporary staff and 33 international and Turkish interpreters participated in the Symposium, donating a portion of their services. They contributed to the logistical success of the event, and were also exposed to the principles of the New Tactics project and specific tactics. (Several

interpreters volunteered to provide translations of materials as an ongoing contribution to the project).

During the symposium, many participants remarked that the young Turkish temporary staff brought energy and enthusiasm to the event and offered hope for the future of human rights activism in Turkey. Including the secretariat and all of the staff engaged in putting on the Symposium, 551 persons attended.

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Preparing for the Symposium

The original vision for the International Symposium was created more than eight years ago. The plans have since been refined and adapted through consultations with human rights practitioners around the world.

The project held five regional training workshops around the world over the course of two years. Through these workshops, we built a network of potential trainers and developed training methods and tools that would later aid preparations for the Symposium. The extensive research that went into developing tools like the online tactical database (at www.newtactics.org) and the book *New Tactics in Human Rights: A Resource for Practitioners* also created a deep pool of tactics and potential participants on which to draw.

To set clearer parameters for the Symposium's size, scope, timetable and objectives, representatives of the three main Symposium partners met with 12 other New Tactics project leaders (from the Working Group and partner organizations) at the Bellagio Conference Center in Italy in December 2003.

In April 2004, the Symposium Secretariat began promoting the Symposium and accepting applications. An online application was made available in four languages (English, Turkish, Spanish and French). From the 1000 applications we received, we selected individuals whom we perceived to have the most potential to use the project's framework to create impact in their region or human rights issue. We prioritized local grassroots organizations and sought to involve individuals from diverse human rights areas. The project extended invitations to prominent figures from the Turkish government, European Union, United Nations and U.S. State Department to formally open and close the Symposium.

More than 300 human rights practitioners were approached as potential workshop presenters or plenary speakers. Many presenters were drawn from the five regional workshops. All presenters worked one-on-one with a CVT or hCa staff member to develop their presentations and to be sure that they focused on the tactical innovation being highlighted, rather than a broader description of all of their work. While practitioners were very experienced in carrying out their tactics, training others to use their tactics was often a very new experience.

Workshops

The training model used in the workshops built on the experience the New Tactics project had gained in five regional training workshops (held in Central and Eastern Europe, Turkey and the Middle East, Western Europe and North America, Africa, and Latin America).

As we learned at the regional workshops, presenters need to give some context to help participants understand how why a particular tactic was chosen. However, too much context can also be distracting. Presenters at the Symposium were asked to focus primarily on how they implemented their tactics, giving participants enough information so they could imagine applying each tactic in their own situations and persuade others to try it. This methodology of focusing on tactics opened up new avenues for communication across human rights issues and created new possibilities for future work.

Workshops

35 workshops were held during **5** workshop sessions.

Of these **30** were tactical workshops and **5** focused on strategy building.

More than **100** people from all over the globe presented their tactics

A full list of workshops and summaries of their content are available in the Appendix and at www.newtactics.org.

Each tactical workshop included one featured tactic and two complementary tactics, which were similar to the featured tactic but had been used in very different situations and with different human rights issues to emphasize the transferability of tactics from one context to another. For example:

- An environmentalist from Germany, a social and economic rights specialist from Argentina and a corporate responsibility professional from the United States each talked about leveraging the power of financial institutions and investors to achieve improvements in human rights.
- Lawyers from Turkey, China and Brazil each described their efforts to develop networks of pro bono lawyers in their countries.
- Presenters from Malaysia, Thailand and the United States outlined how they use religious tenets from their respective faiths to advance human rights.

The focus on transferability encouraged participants to identify specific tactics that they could adapt to their own situations and imagine new opportunities to improve their work.

In Turkey, there are no museums about human rights. We could adapt the tactic of using historical sites to address current human rights issues. A museum could be established in Ankara. An old factory (which in the past caused environmental pollution) may be used in order to establish human rights museum focused on environmental pollution. Participant from Turkey

"I will definitely use the tactic in looking at corporate responsibility and leveraging the power of money in South Africa to ensure that human rights remain in the cards." Participant from South Africa

"The mass actions workshop was really useful. We had tried similar actions in the past that didn't work. I saw that they did not succeed because there were not part of a larger strategy – they were just demonstrations. Now I will think about how these can be used within a strategy." Masjaliza Hamzah, Malaysia

Since the purpose of broader tactical knowledge is the development of more effective strategy, participants were all urged to attend one of five Investing in Strategy Building workshops. Presenters in these workshops explained how they had chosen, combined and adapted a number of tactics to move a strategy forward. After every presentation, substantial time remained for open discussion, in which many participants shared their own experience using the tactic or proposed ideas for new applications for the tactics they had just learned about. The tactical notebooks about the tactics presented, when available, were distributed to the participants in the workshop sessions.

With 35 workshops and nearly 100 individual tactics, the Symposium emphasized breadth over depth of understanding. It is unlikely that anyone left a particular workshop equipped with all the tools they would need to use the tactics they had just learned about. However, it is our hope that the exposure to a wide range of tactics inspired participants to seek out more information about individual tactics and that the Symposium itself helped them make the contacts they need to get that information – personal connections to the tactical trainers. The tactical notebooks and the tacticians who produced them offer another important source within the project for more advanced training when a tactic has been selected for use.

Plenary Sessions

The five plenary sessions held during the Symposium were designed as an opportunity for participants to come together as a group and to see the individual tactics they were learning about in the workshops in the context of the larger human rights movement. These were also times for inspiration as accomplished activists talked about their work and high-ranking government officials publicly discussed their support for human rights.

At the opening plenary, Turkish Foreign Minister Abdullah Gül praised the New Tactics project and the Symposium for their potential impact on Turkey and the broader human rights movement. U.S. Ambassador to Turkey Eric Edelman, Dutch Ambassador Sjoerd Gosses and the Representative of the European Union Commission to Turkey, Hans Joerg Kretschmer, welcomed the participants.

Prime Minister Tayyip Erdoğan spoke at the closing plenary, at which time he declared his office's willingness to work with any group that is attempting to improve human rights conditions in the country. After the Prime Minister's speech, a closing panel provided reflections on their experience at the Symposium. Panelists included Jon Benjamin (Head of Human Rights Policy Department, Foreign and Commonwealth Office), Mariclaire Acosta Urquidi (Former Undersecretary of Foreign Relations for Human Rights and Democracy in Mexico), Murat Çelikkan (Board Member, Helsinki Citizens Assembly), Maina Kiai (Chairman of the National Human Rights Commission in Kenya), Michael Posner (Director of Human Rights First), and Jody Williams (Nobel Peace Prize Laureate and Ambassador, International Campaign to Ban Landmines). Symposium participants were also offered the opportunity during this period to address the gathering and share their thoughts on what had been learned during the four day event.

In addition to the opening plenary and closing plenaries, plenary sessions were held every morning. Every plenary session was composed of keynote speakers and panelists, which opened discussions and encouraged the participants to see different perspectives on a specific campaign or strategy. Key plenary speeches are available at www.newtactics.org and www.yenitaktikler.org. Plenary sessions featured:

Mariclaire Acosta Urquidi, Former Undersecretary of Foreign Relations for Human Rights and Democracy in Mexico and a leading figure in the human rights movement, who outlined the ongoing human rights problems in Mexico as well as some of the difficulties she faced attempting to develop a human rights implementation strategy within the government. Ms. Acosta was the only speaker asked to address human rights problems themselves. All other speakers focused on what were we doing to make a difference.

Douglas A. Johnson, Executive Director of the Center for Victims of Torture, United States, and originator of the New Tactics in Human Rights Project, addressed how the limited application of tactics led to inadequate strategic thinking and outlined the key principles behind the Symposium.

Mary Lawlor, Director of Front Line - the International Foundation for the Protection of Human Rights Defenders, Ireland, developed the theme of how responding to human rights defenders in the way they deemed most effective for their protection forced Front Line to remain tactically flexible while at the same time underscored the importance of international collaboration to reinforce domestic human rights work.

Sofia Macher, former Executive Director, Coordinadora de Derechos Humanos and Commissioner, Truth and Reconciliation Commission, Peru, related the history and difficulties of developing a strategic plan for a national campaign against torture with the over 60 member organizations of the Coordinadora, and emphasized some of the key decisions they made to build an effective strategic collaboration.

Jody Williams, USA, Nobel Peace Prize Laureate (1997), Ambassador, International Campaign to Ban Landmines, further developed the theme of building effective collaborations between a multitude of organizations, this time focusing on the international dimensions of such an effort.

Caucuses

Symposium participants began laying the foundation for future cooperation before they even left Ankara. They gathered twice during the Symposium in regional caucuses, where they could build networks and make plans for using the principles of the New Tactics project. Simultaneous interpretation was available when needed (in more than half of the caucuses). Other informal meetings arose spontaneously, including a gathering of African women to discuss future plans for the project in their region.

In the first session of the organized caucuses, the participants who came from similar regions had the chance to get to know each other and share their experiences in the field. In the second caucus period, on the last day of the symposium, participants evaluated the overall symposium in relation to the applicability in their own regions, and discussed how the New Tactics project might be of use in their future work.

Each region tackled the task in a different way. The African regional caucus participants, for example, planned to develop an African guide (similar to *New Tactics in Human Rights: A Resource for Practitioners*) that highlights the range of tactics being used in Africa. The Latin Americans will create an online form to post current human rights situations of concern in the region to solicit tactical suggestions for improvement. A regional meeting was discussed in the Middle East and North Africa caucus. Other caucuses discussed forming networks, holding workshops on New Tactics, and ways to overcome regional human rights challenges by tapping into available tactics.

Regional Caucuses

Africa
Middle East and North Africa
Asia
Eurasia
Central and Southern Europe
Northern and Western Europe
Latin America and the Caribbean
North America
Turkey

Impact on Turkey

The Symposium had an important impact in Turkey. Government agencies and NGOs in Turkey have been striving to improve the human rights situation in that country. Even before the Symposium, New Tactics activities in the region, carried out by Helsinki Citizens' Assembly, initiated a new kind of discourse and capacity building among human rights practitioners. A series of workshops were organized, involving more than 200 human rights activists throughout the country. The Symposium was held at an important moment in Turkey, as it awaits receiving an official date to begin accession negotiations with the European Union. As Turkey progresses toward membership in the European Union, the preparation process for the Symposium and the gathering itself have helped provide practical tools for implementing reforms in human rights and democratization in compliance with the Copenhagen Criteria.

The Symposium was a significant event in Turkey and made a number of contributions to Turkish society, including:

- Fostering a greater understanding of human rights on the national level, demonstrating that human rights is a concept with broad reach in terms of issues and organizations.
- Highlighting and illustrating the Turkish government's commitment to reforms on human rights and democratization before the December 2004 EU summit. This was demonstrated by significant high-level government commitment and participation, offering new openings for human rights advocates in Turkey to engage with the government regarding human rights issues. These included:
 - A contribution of \$300,000, creating groundbreaking support to a nongovernmental human rights organization.
 - High-level speeches provided by Prime Minister Tayyip Erdoğan and Foreign Affairs Minister Abdullah Gül emphasizing Turkey's perspective on and commitment to human rights.

- Participation in the Symposium of government bureaucrats realized an important New Tactics vision — exposing and training government personnel from various ministries (such as the Ministry of Internal Affairs, Ministry of National Education, Ministry of Justice and the Department of Security) in broad human rights concepts and specific tactics within an international environment.
- The organizations from Turkey that organized and participated in this meeting have always been a focal point in the New Tactics network. The strengthening and expansion of the New Tactics network in Turkey creates an opportunity to have permanent and important impacts on the human rights situation in Turkey in the long term.

The timing and uniqueness of the Symposium are reflected in the breadth of media coverage it received in the country. Three main television stations (CNN TURK, NTV and TV8) covered the event. The Symposium was on the first page for five days on *Milliyet*, one of the most important newspapers in Turkey. The Symposium and the opening ceremony were also featured as headline news at Hurriyetim.com.tr, Turkey's largest web portal. The Associated Press, Reuters, British Broadcasting Corporation (BBC), New York Times, Voice of America, Guardian and Public Broadcasting Service (PBS) all conducted interviews.

Symposium Evaluation and Impact

"This workshop came in the right historical moment to get much wider perspective. I have tools here to help promote new public discussions." Jana, Czech Republic

The New Tactics project hired an independent evaluator, Bill Johnston, President of Summit Evaluation and Research, to assess the success of the Symposium. His evaluation focused on the following areas:

- Workshop usefulness.
- Development of new networks.
- Reasonable, seamless and satisfactory logistics.
- Effective presenters.

He based his initial report on forms filled out by participants, evaluating both the Symposium as a whole, and individual workshops they attended. Participants submitted 207 overall feedback forms, and 920 workshop session evaluations. The overall evaluation forms demonstrate that the Symposium was rated very highly, with responses in nearly every category related to the usefulness of the Symposium and the information presented averaging more than 4.0 on a scale of one to five.

The New Tactics methodology, with its focus on the transferability of tactics to a variety of human rights issues and social and cultural contexts, was perceived to be very useful to participants. Among the participants who completed the overall evaluation form, there were 456 positive comments about the usefulness of the workshops, relative to 114 positive comments on networking opportunities.

"It is great to have an opportunity to share the nuts and bolts of our work and strategise in a systematic way." Participant from South Africa

Moreover, the participant feedback clearly demonstrated that the Symposium had created a demand for more New Tactics-related activities and had inspired many participants to initiate these activities themselves. For example, participants in over 12 countries ranging from Azerbaijan to Paraguay all explicitly stated in their forms that they plan to work with new networks they had formed at the Symposium.

This is particularly encouraging for the New Tactics project. A key goal is to use the Symposium as a launching pad for New Tactics-related activities around the world and to decentralize initiatives on the project. If we have inspired a significant portion of the 400 attendees to take ownership of the project and to spread its principles through their own networks, we will have achieved a major objective.

We were also pleased that participants rated the Symposium highly in two vital categories:

- Overall, how effectively did workshop presenters focus on tactics rather than problems? (Average 4.0 on a 1-to-5 scale)
- Where would you rate the potential for the New Tactics project to positively affect human rights in the world? (Average 5.5 on a 1-to-7 scale, with one-quarter of respondents giving the highest rating)

Participants were also asked what they would like to see the New Tactics project do in their own regions. Many participants were eager for more opportunities to meet around new tactics, particularly at the local and regional level.

“Holding more regional meetings will have an impact not only on human rights practitioners but also on the public.”
Participant from South Korea

“Please generate more exchanges and meetings. They give us the opportunity to reflect together.” Participant from Argentina

Feedback from participants also highlighted the need for tools to help them assess which tactics would be most useful in their own circumstances. While exposure to new tactics is an essential first step, the New Tactics project will continue to develop tools that help people examine their situations, build strategies and choose appropriate tactics to advance those strategies.

“We need more information on how new tactics have been articulated in different organizations around the world. What tactic was implemented in what contexts? What were its effects? What strategies were realized?” Participant from Honduras

“The project should focus on specific tactics and their use in practice. Everybody talks about the importance of new tactics and building strategy but what we need now are tips on how to implement and make them work.” Participant from Ukraine

“Help us to build competencies in new tactics while cross paradigms into new contexts.” Participant from Philippines

Areas for Improvement

The New Tactics project is eager to use feedback from participants to guide project decisions in order to best serve the needs of human rights practitioners around the world. In terms of areas for improvement, participants gave the Symposium the lowest marks in the area of “connecting across languages” (averaging 3.9 out of 5). Many of the comments in this area focused on the difficulty of interacting with people who speak another language outside of the formal workshop sessions, where simultaneous translation in four languages was generally available. One participant wrote, “Communicating in social circles for networking and exchanging information was often restricted to the availability and willingness of an interpreter.” A handful of others criticized the quality of the interpretation. Efforts must be made to break down language barriers in future meetings, such as access to pro bono interpreters and translators. (See Next Steps, below, for other project efforts to address language barriers)

When individual workshops were criticized, it was generally related to the moderators’ control of the discussion (either too much or too little) or to poor uses of time. A number of participants also mentioned

in their evaluations that they would have appreciated an opportunity to participate more actively in the plenary sessions, and to have more time during the discussion period in workshops.

Continuing evaluation

The evaluator will continue to follow up with participants through March 2005, overseeing about 40 individual interviews and following seven individual participants more closely. A key measure of the Symposium's success will be to see how effectively the participants are able to use what they learned in their own work and how willing and able they are to share it.

Lessons Learned

The experience of the Symposium both challenged and reinforced many of the principles on which the New Tactics project has been built. We heard from participants and observed in the workshops that there is a real craving for innovation and tactical and strategic thinking among human rights activists. At the same time, a narrow focus that neglects the context in which tactics are carried out, or does not allow for discussion of the issues themselves, is not always useful.

1. The human rights movement needs new ideas to inspire innovation. Participants asked the New Tactics project to continue to act as a resource on tactics and to actively teach individual tactics and strategy-building. While the Symposium provided information on a broad array of tactics, participants now want to receive information incrementally so they can absorb, learn and reflect on how they may use a particular tactic. One way participants hope to do this is through local and regional New Tactics meetings.

"It was a very, very intense meeting so many people from so many countries and organizations, and it takes a while for all the new information to sink in. But I am sure it will be very useful in my future work with other organizations, and it has definitely given me a lot of energy and many new ideas to start thinking about." Participant from Israel

2. Documenting and sharing tactics will strengthen the human rights movement. Human rights advocates rarely have the time to step back and document their actions and experiences. And yet, if we are to improve the effectiveness of our work in human rights, we need to learn from others who may have faced similar challenges. Participants told us that they found the New Tactics tools — the tactical notebooks, online database and other resources — valuable in this regard. They also told us that focusing on the "how to" of individual tactics made the materials and presentations relevant to a wide variety of people and gave them what they might need to adapt the tactics to another situation.

"The systematization of new tactics in human rights is very useful for us. And now we, activists, have a large field for further work on this information and adapting tactics to our local conditions and on using them in our activities." Participant from Russia

3. We are all interconnected — and we need more opportunities to come together. Human rights advocates from a broad range of issue areas and geographic regions came together at the Symposium. It was clear from their comments that this was a rare and much-needed opportunity to build relationships across different human rights issues and contexts. This diversity and the dialogue it fostered motivated participants to increase and diversify their networking efforts.

"The whole experience was a learning and memorable one (a rare combination) that will rejuvenate and carry us forward. It felt great to be part of the international family of human rights activists and thanks to you we were able to connect with interesting people on so many levels." Participant from South Africa

4. Adapting tactics requires knowledge of the strategic context in which they were carried out.

Participants told us that while they appreciated the tactical focus of the Symposium, they also highlighted the importance of hearing about the broader context in which the tactic was selected and how it connected to other tactics. This information is vital to understanding the strengths, weaknesses and possible uses of specific tactics. Numerous participants also requested further technical assistance in the building of strategies.

“I was disappointed I couldn’t use the tactic presented one of the workshops but the way it was presented in the context of the problem helped me to look analytically at my own problem and see other tactics that might be effective.” Participant from Jordan

5. Highlighting and celebrating solutions is energizing! Human rights advocates face difficult struggles every day. The human rights movement, like any group of people, needs to feel a sense of momentum, progress and hope. Participants told us that the Symposium, which was a chance for them to examine accomplishments and solutions, gave them a new level of energy.

“My Ankara experience perks me up to move on in these times of cynicism and burn out of human rights work... May we all continue our mission and remember we are not alone...” Participant from Thailand

Immediate Next Steps

While the Symposium marked the end of the first phase of a long-range plan developed in 2000, it also serves as a launching pad for the next phase of the New Tactics project. In the period leading up to the Symposium, the emphasis was on recruiting the network of partners necessary to implement this project, researching the innovative human rights approaches being used around the world and developing the project’s conceptual framework and tools.

The challenge facing the project in its next phase is to build on these successes by ensuring that partner organizations and participants have what they need to take greater ownership and initiative in the project. The project also needs to work to ensure that its tools and conceptual framework are valuable to the human rights advocates who use them as they take the next steps to implement ideas the project has sparked.

Connecting Advocates and Supporting our Partners

At the Symposium, participants made connections in workshops, over shared meals, at social events and in two regional caucus sessions. Many made commitments even before leaving Ankara to collaborate on projects or to create or join networks.

Participants in the Symposium have already begun efforts, including:

- A problem-solving session in the Philippines aimed at identifying and assessing relevant new tactics learned at the Symposium that may be used to support survivors of violence
- A participant from Kyrgyzstan will use presentation materials from one of the Symposium workshops in a meeting to develop a new strategy to address abuses by multinational corporations in Kyrgyzstan
- The International Coalition of Historic Site Museums of Conscience signed up several potential new members and collected project ideas brainstormed by workshop participants
- A Georgian participant will introduce Georgian NGOs to the New Tactics project by distributing the CD *Weaving New Tactics into Your World* and two Tactical Notebooks at a one-day event focused on new tactics.
- A participant from Cameroon told organizers he is acting on a new idea he learned about and is adapting from the Symposium: Persuading the national soccer team to put messages combating torture on the players’ jerseys.

The New Tactics project is supporting some of these efforts by disbursing a number of microgrants. These small grants — up to US\$250 — will help defray some of the costs of holding New Tactics-related meetings and translating and disseminating New Tactics-related materials. Over twenty grants were made in November 2004 and another round of applications will be accepted in January 2005.

The New Tactics project plans to follow up with these and other groups as their projects develop. As more and more people take the initiative to use and spread the New Tactics principles, we believe that we not only have a role to play in supporting them, we — and others — also have much to learn from their efforts.

Developing and Disseminating New Tactics Materials

Another key component in supporting Symposium and other project participants will be building on and distributing the range of resources developed by the project.

All Symposium participants received a CD, called *Weaving New Tactics into Your World* (see Symposium Materials, above). In the first half of 2005 we will release the second version of this CD, building on the existing structure and taking into account feedback from participants. A major goal of the CD is to give people a deeper conceptual and practical understanding of tactical and strategic thinking. The new version will include more interactive components to explain these key concepts. These sections will use well-developed tactical examples and take users step by step through the process of developing strategies and tactics.

Available Online

Materials on the CD, *Weaving New Tactics into Your World*, are available at www.newtactics.org. If you cannot access them there, please send an e-mail to newtactics@cvt.org.

The project will make these and other materials available in other languages. We will translate key portions of www.newtactics.org into Spanish, with the ultimate goal of creating a true multilingual human rights web portal. The Turkish-language website, www.yenitaktikler.org will also be further developed. We are also exploring ways to make tools like the Tactical Notebooks and the book *New Tactics in Human Rights: A Resource for Practitioners* available in additional languages.

Regional Workshops and Focused Application of New Tactics

Other upcoming activities for the project include the Asia Regional Training Workshop, which will be held in 2005. The format of the Asia workshop will reflect the priorities expressed by Asian participants at the Symposium, who shared ideas and suggestions during their regional caucus. The Workshop methodology will draw on what was learned from previous Regional Training Workshops as well as the Symposium. The focus of the Workshop will be on bringing together 30-40 participants from a broad range of disciplines throughout the region to train each other on tactical innovations that they have used effectively to advance human rights. Participants will also discuss ways to combine tactics to craft effective strategies to further human rights. The Asia Regional Training Workshop will also reflect the strength of the Symposium training methodology by presenting complementary tactics that have been used in other contexts or for other issues so that participants can more fully engage in the discussion on adapting and transferring tactics.

The Center for Victims of Torture will also explore two options to apply the methodology and research in depth. Since much of what motivated CVT to push forward the project was the inadequate impact of global efforts against torture, CVT will explore creating a strategy building event with leading campaign organizations to evaluate how new tactics might be applied to a renewed effort against torture. Similarly, CVT will propose to some of the Symposium participants to work together to offer in-depth consulting to governments and civil society organizations on how New Tactics thinking can help to dramatically improve

human rights implementation; this might be coupled with the incentives of the Millennium Fund to achieve some of the same impact the project had in Turkey, where the EU incentives made new alliances possible.

Beyond strengthening the New Tactics network internationally, the upcoming year offers an opportunity to build a larger movement in Turkey around New Tactics in Human Rights. In addition to the creation of more electronic, print and video resources in Turkish, Helsinki Citizens' Assembly plans to continue to engage the public and private sectors in Turkey, as well as NGOs and university human rights centers, in the ideas and concepts of the New Tactics Project. hCa will also begin plans for further research on tactical innovations in Turkey and throughout the Middle East, Eastern Europe and the Caucasus, leading up to a future Regional Symposium.

Conclusion

The New Tactics in Human Rights International Symposium demonstrated a clear thirst for tactical and strategic thinking in the human rights movement. We saw this in the enthusiasm of the participants, the great demand for more project activities in other parts of the world and the initiative that so many participants have already taken to apply what they learned in their own work. We can attribute much of this success to the diverse group of committed human rights workers and a well-tested training model. The New Tactics project will build on the momentum created in Ankara by supporting and encouraging the participants in their New Tactics-related activities and by building on and disseminating existing project materials.

The International Symposium offered New Tactics the opportunity to take stock of its past work and, using the momentum of the symposium as a springboard, to define its future direction. In 2005, we are eager to work with advocates around the world as they find innovative and effective ways to create a greater impact in their efforts to promote democracy and human rights worldwide.

Appendix: Symposium Workshops

WK 211—Building Effective Human Rights Commissions

Effective human rights commissions successfully meet the challenges of four broad mandates: 1. Maintaining independence from the government; 2. Protecting human rights; 3. Promoting human rights; and 4. Dealing with complaints from individuals. This workshop will present perspectives from four commissions and the tactics they have used to fulfill these mandates.

Panelists:

- Morten Kjaerum, Danish Institute for Human Rights and Chairman, International Coordinating Committee of National Institutions for the Promotion and Protection of Human Rights, Denmark
- Maina Kiai, Human Rights Commission, Kenya
- Ashraf Mahomed, South Africa Human Rights Commission, South Africa

WK 212—Engaging Free Professional Legal Services for Victims

A major obstacle for victims of human rights abuses is gaining access to legal representation in order to file a complaint against the perpetrator. This workshop will share successful tactics for engaging pro bono, or free, legal services through access to a variety of professional resources.

Panelists:

- Featured Tactic: Murat Dincer, Izmir Bar Association, Turkey
- Complementary Presentations:
 - Marcos Fuchs, Instituto Pro Bono, Brazil
 - Jianmei Guo, Beijing University Women's Legal Services, China

WK 213—Leveraging the power of money

Money is a powerful agent — for or against change. Following the money trail can provide ideas for how money can be leveraged to create change. Banks — from national banking institutions to the World Bank — as well as shareholders of financial institutions, have the power to withhold investment in corporate or government ventures that violate human rights or agreed mandates for operation.

Panelists:

- Featured Tactic: Ulrich Mueller, FoodFirst International Action Network, Germany
- Complementary Presentations:
 - David Schilling, Interfaith Council for Corporate Responsibility, USA
 - Carolina Fairstein, Center for Legal and Social Research — the ProHuerta Project case, Argentina

WK 214 — Mobile Phones: Communicating for Action

Mobile phones have spread quickly as a relatively affordable means of communication worldwide — and as a way of protecting human rights. They make it possible for Amnesty International's networks to respond even more rapidly to abuses; they help prevent violence in Northern Ireland; and they help caregivers reach torture survivors in Palestine.

Panelists:

- Featured Tactic: Anneke Bosman, Amnesty International, The Netherlands
- Complementary Presentations:
 - Callie Persic, Interaction Belfast, Northern Ireland
 - Salma Jarbawi, Treatment and Rehabilitation Center for Victims of Torture, Palestine

WK 215—Police: Training the front line for human rights within law enforcement structures

Law enforcement personnel are one of the most difficult groups to reach regarding human rights. Training law enforcement personnel in human rights and encouraging them to participate in developing that training can overcome resistance, enhance legitimacy and help law enforcement personnel understand the importance and value of human rights—for themselves and the public they serve.

Panelists:

- Featured Tactic: Cecil Griffiths, Liberian National Law Enforcement Association, Liberia
- Complementary Presentation: Mimoza Dimitrova, Assistance Center for Survivors of Torture, Bulgaria

WK 216—Accompaniment for victims as they share stories about abuses

Ensuring the physical, psychological and emotional safety of victims of abuse is essential to helping them tell their stories. Accompaniment, which can take many forms, is one way to do this. Whether in court, in mock tribunals or in informal community settings, when victims tell their stories they can help break the silence surrounding abuses, end impunity for perpetrators and create space for healing and momentum for change.

Panelists:

- Featured Tactic: Mufuliat Fijabi, BAOBAB for Women's Human Rights, Nigeria
- Complementary Presentations:
 - Paul Haupt, Former Briefer for the Truth and Reconciliation Commission and Director of Political Perpetrator Studies at the Institute for Justice and Reconciliation, South Africa
 - Monica Pinzon, Community Studies and Psychosocial Action Team (Equipo de Estudios Comunitarios y Accion Psicosocial), Guatemala

WK 217—Investing in Strategy Building

Learn about the strategic use of nonviolent tactics and the specific example of Otpor! student movement (resistance in Serbia) against the Milosevic regime. Otpor! was a catalyst in unifying the political opposition and it mobilized the Serbian public when Milosevic attempted to steal the elections in October, 2000.

Presenters:

- Shaazka Beyerle, International Center on Nonviolent Conflict, USA
- Ivan Marovic, Otpor! student movement, Serbia

WK 221—Religious tenets: Changing perceptions on human rights

People gain guidance, strength and consolation from their religious beliefs and practices. Human rights work and efforts can be advanced by creating public space to educate and help people to understand the mandates arising from their own faith tradition to deal with social issues that can be confusing and contentious such as women's rights, gay, lesbian, bisexual and transgender rights, and the rights of people living with HIV/AIDS.

Panelists:

- Featured Tactic: Masjaliza Hamzah, Sisters in Islam, Malaysia
- Complementary Presentations:
 - Jimmy Creech, SoulForce, USA
 - Laurie Maund, Sangha Metta, Thailand

WK 222—Creating community access to justice

Creative adaptations and mechanisms at the community level have helped promote access to rights and justice, provide alternative sentencing models for marginalized populations, prevent torture and ill-treatment and offer a forum for airing human rights grievances.

Panelists:

- Featured Tactic: Dr. Bidur Prasad Osti, Centre for Victims of Torture (CVICT), Nepal
- Complementary Presentations:
 - Kay Pranis, Peacemaking Circles Trainer and Facilitator, USA
 - Preeti Verma, Human Rights Law Network, India

WK223—Mapping systems: Making complex relationships visible and understandable

A picture — or in this case a map — is worth a thousand words. From maps made with global information system (GIS) technology that identify toxic sites to a map recreating demolished neighborhoods to a map that illustrates interconnected systems supporting the use of torture, these maps can be valuable tools.

Panelists:

- Featured Tactic: Donald Parenzee, District 6 Museum, South Africa
- Complementary Presentations:
 - Michael Amitay, Washington Kurdish Institute, USA,
 - Dr. Erik Holst, ICAR Foundation, Romania

WK 224—Forensics: A powerful tool for human rights

Forensic science provides indisputable evidence that can be the basis for further investigation or court cases against human rights abusers. In addition, forensics can provide families and communities with information about their loved ones so that they begin the process of closure and healing.

Panelists:

Featured Tactic: Luis Fondebrider, Equipo Argentino de Antropologos Forenses, Argentina

□ Complementary Presentations:

- Moses Chege, Independent Medico-Legal Unit, Kenya
- Dr. Siroos Mirzaei, Organisation for Support of Survivors of Torture and War (HEMAYAT), Austria

WK 225—Leveraging international mechanisms for local change

When local and national powers are resistant to pressure for change that comes from the local level, international mechanisms can provide the leverage needed. Citizens can access international and regional bodies established to ensure access to human rights standards.

Panelists:

- Paul Mageean, formerly with the Committee on the Administration of Justice, Northern Ireland
- Viviana Krsticevic, Center for Justice and International Law, Latin America

WK 226—Monitoring business practice standards

Businesses are recognizing that adherence to human rights standards is good business practice. Cooperative efforts with and within the business sector have led to creative ways to monitor business practices and uphold standards of practice.

Panelists:

- Featured Tactic: Homero Fuentes, Commission for the Verification of Corporate Codes of Conduct, Guatemala
- Complementary Presentations:
 - Kailash Satyarthi, South Asian Coalition on Child Servitude and Rugmark, India
 - Peter Lewis, Wine Industry Ethical Trade Association, South Africa

WK 227—Investing in Strategy Building

Examine the strategy used by the Mexican government executive branch to put human rights at the center of foreign policy in order to mobilize international resources for human rights.

Presenter: Mariclaire Acosta, Former Undersecretary of Foreign Relations for Human Rights and Democracy, Mexico

WK 311—Training peer counselors

War, catastrophes and epidemics around the world have created a need for services far beyond the capacity of professionals to provide them. By training peer counselors to provide competent and effective help for refugees, internally displaced people and HIV/AIDS survivors, some groups are able to help a far greater number of people.

Panelists:

- Featured Tactic: Jean-Baptiste Mikulu, Center for Victims of Torture, Refugee Mental Health Project, Guinea
- Complementary Presentations:
 - Bhava Poudyal, International Catholic Migration Commission, Indonesia
 - Arash Alaei, Pars Institute, Triangular Clinic (HIV/STI/DU Counseling and Care Center), Iran

WK 312—Disobedience: Risks and results for engaging public participation

Nonviolent, well-planned, disciplined and purposeful disobedience has been known to change the course of history — from Mahatma Gandhi to Martin Luther King, Jr., to present-day struggles. Even much smaller-scale acts of disobedience can result in significant results on issues of trade and globalization, freedom of expression and the right to free movement and peace.

Panelists:

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- Featured Tactic: Philippe Duhamel, Operation SalAMI, Canada
- Complementary Presentations:
 - Sanar Yurdatapan, Initiative for Freedom of Expression, Turkey
 - Amanda Lucia Camilo Ibarra, La Ruta Pacifica de Mujeres, Colombia

WK 313—Engaging government resources

What better way for government to express its commitment to human rights than by providing concrete resources? Taking time to explore and determine these potential resources can provide significant long-term results. These examples highlight the use of government resources by developing collaborative efforts between nongovernmental organizations and government bodies.

Panelists:

- Featured Tactic: Guvem Ture and Ipek Ilkcaracan, Women for Women’s Human Rights, Turkey
- Complementary Presentations:
 - Camelia Doru, ICAR Foundation, Romania
 - Robert Gjedia, Institute for Pedagogical Research, Albania

WK 314—Using unarmed accompaniment to protect threatened human rights defenders

A big challenge in expanding people’s participation in human rights efforts in repressive or conflict-ridden societies is protecting human rights defenders from threats, arrest, imprisonment, torture and death. Nonviolent, unarmed accompaniment — ranging from foreign volunteers to strategic institutions — can deter violence and discourage potential perpetrators.

Panelists:

- Featured Tactic: Liam Mahony, Peace Brigades International, USA
- Complementary Presentations:
 - Zorana Smiljanic, National Democratic Institute, Serbia
 - Margarita Assenova, Freedom House, Uzbekistan Project

WK 315—Engaging the public through petitions to increase participation and create change

Petitions have been successful in expanding democratic space, influencing public perceptions and participation, and changing legislative processes and policies. Whether public generated or government sanctioned, lessons can be learned from the creative and effective use of petitions for hunger relief, voter registration and building social investment in a peace process.

Panelists:

- Featured Tactic: Maria Batch, Poder Ciudadano, Argentina
- Complementary Presentation:
 - Liz Bernstein, International Land Mines Ban Campaign, Canada

WK 316—Archiving and documentation to support human rights work

It has been said that “knowledge is power.” In the area of human rights, documenting information and creating systems that help people access this information are critical prerequisites for planning and taking action. Innovations in building cooperative data systems, utilizing people with special skills and organizing resources for human rights educators provide additional ideas for sharing knowledge that can lead to healing and action.

Panelists:

- Featured Tactic: Damián Ferrari, Memoria Abierta, Argentina
- Complementary Presentations:
 - Sasa Madacki, Human Rights Center, University of Sarajevo, Bosnia and Herzegovina
 - Theresa Limpin, Asia-Pacific Regional Resource Center for Human Rights Education, Thailand

WK 317—Investing in Strategy Building

Learn about a new approach and process to thinking about the prevention of torture. A visual ‘tactical map’ provides a concrete tool to help diagnosis problems and opportunities for action, develop strategy, and plan more effective tactics in combating the use of torture.

Presenters: Douglas Johnson, Center for Victims of Torture (CVT), USA and Erik Holst, ICAR Foundation-Romania & IRCT, Denmark

WK 321—Building collaborative relationships with governments

Explore how to cultivate working relationships and partnerships with governments in order to provide support and convince them to implement reforms—including standards of practice, government participation and legislative reforms—to advance human rights.

Panelists:

- Featured Tactic: Berry Kralj, Organization for Security and Cooperation in Europe/Office for Democratic Institutions and Human Rights, Rule of Law Unit, Poland
- Complementary Presentations:
 - Necati Nursal, Ministry of Justice, Turkey
 - Ana Carolina Evangelista, URB-AL Network, São Paulo Municipal Government, Brazil

WK 322—Using cultural resources to build awareness and inspire action

Some issues can be very difficult to discuss or even bring to the consciousness of the public — such as domestic violence, racism and even the general topic of human rights. Cultural resources like theater (to address domestic violence), concerts and soccer matches (to raise awareness of racism) and cinema (to start discussions about human rights) have been used to overcome stigmas, build awareness and inspire action.

Panelists:

- Featured Tactic: Oulimata Gaye, African Network for Integrated Development (Réseau Africain pour le Développement Intégré), Senegal
- Complementary Presentations:
 - Rafal Pankowski, Never Again (Nigdy Więcej), Poland

WK 323—Historical sites: Using the power of place

Sites of past human rights abuses can be transformed into active sites of conscience that encourage dialogue among diverse groups. Historical sites can be powerful places to bring divided people together to shape a better future by remembering the lessons from the past.

Panelists:

- Featured Tactic: Liz Sevchenko, Tenement Museum & International Coalition of Historic Site Museums of Conscience., USA
- Complementary Presentations:
 - Donald Parenzee, District 6 Museum, South Africa
 - Sara Zaker, Liberation War Museum, Bangladesh

WK 324—Maintaining and making the most of vibrant coalitions

Coalitions often arise with a specific issue or campaign – and then disappear when it disappears. Lessons can be gained from coalitions that have survived far beyond single issues to remain ongoing, vibrant forces, maintaining or expanding their membership and adapting to constantly changing political environments.

Panelists:

- Featured Tactic: Erika Bocanegra, Coordinadora Nacional de Derechos Humanos, Peru
- Complementary Presentations:
 - Noel Twagiramungu, Human Rights League of the Great Lakes Region, Rwanda
 - Somchai Homlaor, Forum Asia, Thailand

WK 325—Empowerment through participatory education

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Participatory education can create space and structure to release individual and community potential for effective leadership and civil society participation, which can have an effect on government and nongovernmental institutions at all levels.

Panelists:

- Featured Tactic: Marianita Villariba, Education for Life Foundation, Philippines
- Complementary Presentations:
 - Shifra Jacobson, Holocaust Centre, South Africa
 - Majeda Al Saqqa, Culture & Free Thought Association, Gaza, Palestine

WK326—Video as a human rights tool

Video can give a powerful eye-witness account of human rights abuses and be an excellent tool for educating and motivating people to act. NGOs can learn to use video effectively in human rights advocacy.

Panelists:

- Featured Tactic: Tamaryn Nelson, WITNESS, USA
- Complementary Presentations (organizations trained by WITNESS):
 - Dea Pallaska, Mental Disabilities Rights International (MDRI), Kosovo
 - Luis Fondebrider, Equipo Argentino de Antropología Forense (EEAF), Argentina

WK 327—Investing in Strategy Building

Learn about how activists in India built a strategy for stopping child labor using tactics that would help them gain a broad base of worldwide support.

- Presenter: Kailash Satyarthi, South Asia Coalition on Child Servitude (SACCS) and Global March Against Child Labor, India

WK 411—Reparations: Acknowledging abuse and addressing impunity

Legal mechanisms and nationwide processes can be used in innovative ways to acknowledge abuses and provide reparations to victims. They can also help tackle the difficult and contentious issue of impunity for abusers.

Panelists:

- Featured Tactic: Sandra Coliver, Center for Justice & Accountability, USA
- Complementary Presentation:
 - Louis Bickford, International Center for Transitional Justice, Latin America/USA

WK 412—New applications for fact-finding methods

Fact-finding methods have been the backbone of human rights work for decades. Explore examples of how tried and true methodologies have been adapted to emerging human rights issues and can give others ideas for exploring new territories.

Panelists:

- Featured Tactic: Jennifer Prestholdt, Minnesota Advocates for Human Rights, USA
- Complementary Presentations:
 - Bea Bodrogi, Legal Defense Bureau for National Ethnic Minorities, Hungary
 - Renato Alves, Human Rights Observatories Network, Brazil

WK 413—Budgets: Tools for accountability and transparency

Budgets and expenditures should not be kept a secret. They provide a unique and concrete way to monitor everything from government policies to development infrastructure to bureaucratic corruption. Following the money—what was allocated, what was spent and where it was spent—is an effective way to establish accountability and transparency.

Panelists:

Featured Tactic: Lerato Kgamphe, IDASA, South Africa

- Complementary Presentations:
 - Sowmya Kidambi, Mazdoor Kisan Shakti Sangathan, India

WK 414—Training local-level human rights monitors

Laws protecting the human rights of citizens may not be implemented at the local level for a variety of reasons, including discrimination, lack of knowledge and lack of structures for recourse. Training people at the local level to monitor and document human rights abuses empowers communities to change local understanding and practices of human rights while holding governments accountable for their human rights commitments.

Panelists:

- Featured Tactic: Columbus Igboanusi, League of Human Rights Advocates, Slovakia
- Complementary Presentations:
 - Livingstone Sewanyana, Foundation for Human Rights Initiative, Uganda
 - Daniel Conejar, Task Force Detainees of the Philippines (TFDP), Philippines

WK 415—Building relationships with police for education and training

When law enforcement professionals have direct experiences that give them a solid understanding of why we must protect human rights and what that means, it helps to improve community relations and encourage empathy for new migrants and suspected criminals.

Panelists:

- Featured Tactic: Maria Hirtenlehner, International Centre for Culture and Languages, Austria
- Complementary Presentations:
 - Vahit Bicak, Police Academy, Turkey
 - Elena Pahomova, Public Foundation “Promotion for the Development of Legal Infrastructure and Legal Education,” Kyrgyzstan

WK 416—Mass actions for public participation

Simple actions—like turning lights on and off, banging pots and pans, honking horns—can inspire millions of people to share their desire for change in a relatively safe but public manner. These simple actions, while they are often limited in to a particular issue or point in time, can send a powerful signal about public sentiment.

Panelists:

- Featured Tactic: Ersin Salman, Darkness to Light Campaign, Turkey
- Complementary Presentations:
 - Bishop Paul Mususu, Oasis Forum, Zambia
 - Shaazka Beyerle, International Center on Nonviolent Conflict, USA

WK 417—Investing in Strategy Building

Learn about the strategic use of national laws to build legal cases in many countries throughout the world to confront businesses violating human rights.

Presenter: Terry Collingsworth, International Labor Rights Fund, USA