



New Tactics in Human Rights

Inspiring and equipping activists to change the world. Join us.

NEW TACTICS STRATEGIC EFFECTIVENESS METHOD

INTRODUCTION

Defending and promoting rights is challenging. If we as activists are clear about where we are starting from, where we want to go, and the path from one to the other, we're more likely to get there. New Tactics in Human Rights has developed a process to help activists become more focused, more creative, and ultimately more likely to succeed in their advocacy efforts. We call it the Strategic Effectiveness Method. It contains five important steps that assist you in recognizing your areas of strength and challenge. It's important to note that although it might sound like organizational strategic planning, it's not. It's focused on tackling a single complex issue. The five steps are defined below.

STEP 1: IDENTIFY THE PROBLEM

Human rights issues are often very broad and the resources to address them limited, making it difficult to create a plan of action to address a broad issue. It's important to narrow the focus and choose a place to begin an effort, defining as clearly as possible the specific issue or problem. It's also important that the problem is expressed as a violation of a particular human right because countries are legally required to respect and protect those rights. This changes perception of the problem from one that may potentially be solved by charity to one that requires action based on legal obligations. This step often begins with a broad definition and then you work your way to a tightly defined, human rights-based, and agreed-upon issue for action.

STEP 2: CREATE A VISION

It's essential to have a vision of what you want to accomplish. If you do not know where you want to go, it is difficult to get there and hard to know if you have arrived. Communicating a clear human rights-based vision can inspire and motivate others in your organization, and it provides a compass for making decisions when conditions shift and change. During this step, individual members of the team formulate their own ideas of an envisioned future, then discuss together to arrive at a common vision that is accepted and shared by all members. Your vision plays an integral part in the development of your strategy and tactics.



STEP 3: MAP THE TERRAIN

It is critical to identify the people, groups, and institutions working both for and against change in your situation. Whether your work is at the local community or international level, mapping the terrain of relationships allows you to identify more opportunities for action. We have developed a proprietary tool (the New Tactics Tactical Mapping tool) that will help guide you through this process. After completing this step, you will be better able to assess your own resources, prepare for your opponents, identify more allies for cooperation, and use the most effective tactics.

STEP 5: TAKE ACTION

In this step, all the previous steps come together and you create a solid action plan for your organization. You will use the information collected in the previous steps to develop a strategic path – including an immediate goal and a plan to take action for advancing your advocacy work. The plan will include an assessment of resources, roles, responsibilities, a timeline and action steps to be taken, as well as how to evaluate the success of the plan in order to prepare for the next phase of your work. Now you're ready to go do it!

STEP 4: EXPLORE TACTICS

Tactics are actions you take to move you toward your goal. Most organizations can only accommodate one or two primary tactics within their institutional frameworks, due to the time they take to learn, the investment in staffing, the measurement of performance and effectiveness. This pattern is reinforced by the human tendency to “do what we know how to do.” However, there are many tactics that have been used successfully around the world, and more are developed every day. This step lets you explore a variety of tactics. You will also examine your organization’s tactical flexibility, openness to opportunities, and ability to respond to challenges in order to innovate new ways to approach the issue that your opponents won’t expect.





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NEW TACTICS WORKSHOPS

LEARN MORE

Further information about the *Strategic Effectiveness Method* exists on the [New Tactics website](#), including materials for each step that may be downloaded for free. We also offer a variety of workshops covering the 5 Steps. The value of the workshops is in gathering the members of your organization together to discuss and agree on the outcome of each step. Many minds and thoughts add value to the process, resulting in a plan that is better and stronger. The workshops are customized to your organization and its specific issue, helping to move your work forward in an effective and strategic manner.

New Tactics offers a variety of training workshops in the *Strategic Effectiveness Method* to meet differing needs. They are described below from the shortest to the longest. We also offer the opportunity to train individuals to become *Strategic Effectiveness* facilitators for their organization or network, which includes extended on-the-job mentoring.

All workshops are designed for one trainer and a small group of participants for maximum participation and effective interactions. The ½-Day Introductory Workshop is delivered in a “hands-on” case study format and therefore has no restrictions on the number of participants. Cost is dependent upon many factors including region, trainer travel expenses, printing of workshop materials for participants, and other logistics related to the training (participant travel, interpreters, workshop space, etc.). For further information including costs for larger groups or to schedule a workshop, please contact us at newtactics@cvt.org.

HALF-DAY WORKSHOP

INTRODUCTION TO THE METHOD

STEPS INCLUDED



PARTICIPANTS

MIN: 3 | MAX: N/A

MOST APPROPRIATE FOR

Organizations that want to gain an overview of the *Strategic Effectiveness Method* and learn how to use the New Tactics Tactical Mapping tool.

OUTCOMES

Participants will gain a **basic understanding** of the *Strategic Effectiveness Method* steps and will use the **Tactical Mapping Tool** to explore new ways of approaching their issue.



[MORE INFO](#)



ONE-DAY WORKSHOPS

THE POWER OF HUMAN RIGHTS-BASED ADVOCACY

STEPS INCLUDED



PARTICIPANTS

MIN: 5 | MAX: 20

MOST APPROPRIATE FOR

Organizations seeking to ground their work within a human rights-based approach and focus on clear and specific human-rights framed issues as the basis for effective action.

OUTCOMES

Participants will complete the training with a **human rights-based problem statement** ready for advocacy application. *[Note: this module does not include developing a human rights-based vision statement – see 2 Day Workshop below]*



[MORE INFO](#)

COALITION BUILDING: EXPLORE YOUR HUMAN RELATIONSHIPS

STEPS INCLUDED



PARTICIPANTS

MIN: 5 | MAX: 20

MOST APPROPRIATE FOR

Organizations that want to explore new opportunities for coalition building and already have a clear human rights-based problem and vision framework.

OUTCOMES

Participants will acquire valuable tools to identify relevant and often surprising actors and relationships that can be leveraged to **expand the range of potential allies and opportunities for collaborations.**



[MORE INFO](#)

TACTICAL INNOVATION: THE SOURCE OF FLEXIBILITY & SURPRISE

STEPS INCLUDED



PARTICIPANTS

MIN: 5 | MAX: 20

MOST APPROPRIATE FOR

Organizations that want to learn **how to identify and select tactics** that are flexible, innovative, engaging, and surprising to opponents.

OUTCOMES

Participants will explore, learn, and exchange a variety of tactics and will leave with an expanded range of ideas to try in their own advocacy efforts.



[MORE INFO](#)



TWO-DAY WORKSHOPS

SKILL BUILDING IN HUMAN RIGHTS-BASED ADVOCACY

STEPS INCLUDED



PARTICIPANTS

MIN: 5 | MAX: 20

MOST APPROPRIATE FOR

Organizations that want to advance their advocacy efforts based on clearly defined human rights-based problem and vision statements.

OUTCOMES

Participants will understand and develop a clear and specific **human-rights framed problem statement** as the basis for their advocacy action. In addition, participants will develop and refine a unifying **human rights-based vision statement** to enable inspirational advocacy messaging.



[MORE INFO](#)

STRATEGIC ADVOCACY: PLANNING YOUR CAMPAIGN

STEPS INCLUDED



PARTICIPANTS

MIN: 5 | MAX: 20

MOST APPROPRIATE FOR

Organizations that already use a human rights-based problem and vision framework and want to create a specific advocacy campaign.

OUTCOMES

Participants will develop **goals** and identify specific **tactical targets** that are grounded in their problem and vision framework. Participants will also identify **concrete outcomes** for their advocacy plan which will help them to monitor their progress.



[MORE INFO](#)

THREE-DAY WORKSHOP

STRATEGIC EFFECTIVENESS METHOD - FAST TRACK

STEPS INCLUDED



PARTICIPANTS

MIN: 5 | MAX: 20

MOST APPROPRIATE FOR

One organization (or an organization along with their identified network members) that has already identified a specific issue and wants to develop a human rights-based strategic advocacy plan.

OUTCOMES

Participants use the hands-on skill building *5 Steps to Strategic Effectiveness Method* to develop a **concrete action plan** which can be utilized to guide and monitor their progress. (See components listed under the "Five Day Workshop - Strategic Effectiveness Method").



[MORE INFO](#)

CONTINUED >



FIVE-DAY WORKSHOP

STRATEGIC EFFECTIVENESS METHOD

STEPS INCLUDED



PARTICIPANTS

MIN: 5 | MAX: 20

MOST APPROPRIATE FOR

Grant-making organizations that want to provide their network of grantees with strategic thinking and tactical innovation skills. The workshop provides organizations with the 5 Steps to Strategic Effectiveness Method – a hands-on, skill building method for developing human rights-based strategic advocacy action plans.

OUTCOMES

Participants will **define human rights-based problem and vision statements, explore, learn, and exchange tactic ideas**, and use the *Strategic Effectiveness Method* to develop a “journey of change” including **specific advocacy goals and action plan**.



[MORE INFO](#)

SIX-DAY WORKSHOP + THREE-MONTH MENTORING

STRATEGIC EFFECTIVENESS METHOD FACILITATOR TRAINING

STEPS INCLUDED



PARTICIPANTS

MIN: 5 | MAX: 20

MOST APPROPRIATE FOR

Organizations that are committed to integrating the *Strategic Effectiveness Method* into their activities on a long-term basis and have one or more staff members on staff with the commitment to learn and implement the method. The organization must complete an application process prior to inclusion in the workshop.

OUTCOMES

Trainees will **develop and practice skills in facilitating the 5 Steps to Strategic Effectiveness Method**, including peer-to-peer practice. **They will then receive direct and virtual feedback and mentoring for 3 months** as they train, facilitate and apply the method with a selected organization or group.

COST

The specifics of the three month program are flexible and will be agreed upon with the contracting organization. For further information or to schedule a workshop, please contact us at newtactics@cvt.org.



[MORE INFO](#)

CONTACT NEW TACTICS

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