

FURTHER RESOURCES

The best source of practical information and know-how is usually other people — people who have

faced challenges and found ways to overcome them. The resources in this section were all created by people who wanted to share the benefit of their experiences.

The section “Tactic-focused Resources” includes books, articles, web sites and CD-ROMs relating to particular tactics in this book. Most of these were produced by the organizations that originated the tactics in question, although there are a few exceptions. Keep in mind that not all tactics will work in all situations; the resources below are starting points as you adapt tactics for use in your own struggle, not how-to guides or recipe books.

In the section “Tactical and Strategic Thinking,” we have included historical and theoretical works as well as practical guides to building strategies and implementing tactics. Most of these resources were created by practitioners who have spent years, if not decades, doing human rights work; together these people speak from a deep well of experience about the value of thinking tactically and strategically.

A great deal of material exists on most of these topics, so this list is far from exhaustive. If you would like to suggest a resource for inclusion on our web site (www.newtactics.org), which we update regularly, please e-mail us at newtactics@cvt.org (please write “resource suggestion” in the subject line) or use the form at www.newtactics.org.

The New Tactics in Human Rights Project — www.newtactics.org

Tactical Notebook Series [online]. Minneapolis: Center for Victims of Torture [Updated March 2004: cited March 2004]. Available from World Wide Web:

(<http://www.newtactics.org/main.php/ToolsforAction/TacticalNotebooks>)

A series of 20+ page guides detailing how particular tactics were implemented, what factors influenced their use and the challenges that surfaced along the way.

Tactic Database [online]. Minneapolis: Center for Victims of Torture [Updated March 2004: cited March 2004]. Available from World Wide Web: (<http://database.newtactics.org/NewTactics/Default.aspx>)

A searchable (and growing!) database of more than 100 innovative tactics from around the world.

TACTIC-FOCUSED RESOURCES

PREVENTION TACTICS

Physical Protection Tactics

Mahony, Liam and Luis Enrique Eguren. *Unarmed Bodyguards: International Accompaniment for the Protection of Human Rights*. Bloomfield, Conn.: Kumarian Press, 1997.

Draws lessons from a decade of practice with a new tool in human rights protection, where unarmed international volunteers physically accompany those who are threatened with violence.

Peace Brigades International Publications [online]. London: Peace Brigades International [updated November 2001: cited March 2004]. Available from World Wide Web: (<http://www.peacebrigades.org/publications.html>)

Books, videos and studies about protective accompaniment and nonviolence. Available in English, French and Spanish.

Sharing Critical Information

Community Relations Council [online]. Belfast: Tibus [updated 2003: cited March 2004]. Available from World Wide Web: (http://www.community-relations.org.uk/about_the_council/CRC_publications/)

A list of publications available to download or to request, including *Action Against Intimidation — Information and Advice Manual*, *Anti-Sectarianism in Voluntary and Community Sectors*, *Approaches to Community Relations Work*.

Hall, Michael, ed. *It's Good to Talk; The experiences of the Springfield Mobile Phone Network*. Pamphlet. Newtownabbey: Island Publications, 2003.

Describes a mobile phone network enabling community activists to assist one another in reducing incidents of violence at the interface.

Removing Opportunities for Abuse

Nevitte, Neil and Santiago A. Canton. “The Rise of Election Monitoring: The Role of Domestic Observers.” *Journal of Democracy*. (1997): 47–61.

Profiles of a number of domestic election monitoring organizations and campaigns (in 12 countries from South Asia and South America to the West Bank and Eastern Europe).

Stoddard, Michael. *NDI Handbook: How Domestic Organizations Monitor Elections: An A to Z Guide*. Washington, DC: National Democratic Institute for International Affairs, 1995.

A detailed guide to initiating and carrying out a domestic election monitoring program.

*Traditional Ecological Knowledge * Prior Art Database* [online]. Washington, DC: Science & Human Rights Program, American Association for the Advancement of Science [Updated October 2003: cited March 2004]. Available from World Wide Web: (<http://ip.aaas.org/tekindex.nsf>)

A searchable index of Internet-based public documentation concerning indigenous knowledge and plant use.

INTERVENTION TACTICS

Resistance Tactics

O'Rourke, Dara and Gregg P. Macey. “Community Environmental Policing: Assessing New Strategies of Public Participation in Environmental Regulation” [online]. *Journal of Policy Analysis and Management*. (2003): 383–414. Available from World Wide Web: (http://www.bucketbrigade.net/downloads/community_environmental_policing.pdf)

Report evaluating public participation in environmental monitoring and regulation through local “bucket brigades,” including steps for implementation, impact and lessons learned.

Selected Writings on MKSS and Right to Information Campaign in India. [CD-ROM] Rajasthan: Mazdoor Kisaan Shakti Sangathan, 2003.

Uses modes of struggle and constructive action for changing the lives of the rural poor.

“Tips and Tools for Organizing Resolutions in Defense of the Bill of Rights.” *Bill of Rights Defense Committee* [online]. Northampton, Mass.: BORDC. ca. 2002 [updated 2004: cited March 2004]. Available from World Wide Web: (<http://www.bordc.org/Tools.htm>)

Tools used by hundreds of U.S. communities in protesting the erosion of human rights.

Disruption Tactics

Treatment Action Campaign [online]. Muizenberg: TAC [updated March 16 2004: cited March 2004]. Available from World Wide Web: (<http://www.tac.org.za/>)

Extensive online library of documents related to HIV/AIDS, pharmaceutical companies and copyright law.

Persuasion Tactics

Coetzee, Erika and Shirley Robinson. *Measuring the Impact of Public Spending*. Cape Town: Idasa, 2000.

Provides a framework for thinking about ways to measure the impact of public spending, including tools for developing a monitoring strategy. Order online at www.idasa.org.za.

Fölscher, Alta. *Budget Transparency and Participation: Five African Case Studies*. Cape Town: Idasa, 2002.

Investigates budget transparency and participation in Ghana, Kenya, Nigeria, Zambia and South Africa, asking what information is necessary to assess the link between policy priorities, government spending and the delivery of services. Order online at www.idasa.org.za.

The International Budget Project [online]. Washington, DC: The Center on Budget and Policy Priorities [cited March 2004]. Available from World Wide Web: (<http://www.internationalbudget.org/resources/howto/index.htm>)

Collection of recommended online resources for applied budget analysis, including how-to tips.

Incentive Tactics

Liubicic, Robert. "Corporate Codes of Conduct and Product Labeling Schemes: The Limits and Possibilities of Promoting International Labor Rights Through Private Initiatives." *Law and Policy in International Business* 30 (1998): 111–158.

Surveys private initiatives by the business community aimed at promoting labor rights (particularly codes of conduct and labeling schemes). The article recommends standardization and effective monitoring regimes to make codes of conduct and labeling schemes more effective.

The Proxy Resolutions Book. New York: Interfaith Center on Corporate Responsibility, 2004.

The complete texts of socially responsible shareholder resolutions submitted for 2004 annual company meetings. Covers: healthcare, finance, pay disparity, global warming, food and water, militarism, human rights and vendor standards. Available from www.iccr.org.

RESTORATIVE TACTICS

Remembering Abuses

Bloomfield, David, Teresa Barnes and Luc Huyse, eds. *Reconciliation After Violent Conflict: A Handbook* [online]. Stockholm, Sweden: International Institute for Democracy and Electoral Assistance (International IDEA), 2003 [cited April 2004]. Available from World Wide Web: (http://www.idea.int/conflict/reconciliation/reconciliation_full.pdf)

Designed to inform, assist and equip citizens and leaders in post-violence contexts, this practical handbook documents reconciliation processes, relationship-building strategies and structures for coexistence.

Hayner, Priscilla B. "The Contribution of Truth Commissions." *An End to Torture: Strategies for its Eradication*. London and New York: Zed Books, 1995.

A survey of truth commissions and their impacts and limitations with regard to reporting past, and preventing future, human rights abuses (particularly torture).

Hayner, Priscilla B. *Unspeakable Truths: Confronting State Terror and Atrocities*. New York: Routledge, 2002.

Examines the twenty major truth commissions established around the world, paying special attention to South Africa, El Salvador, Argentina, Chile and Guatemala.

International Center for Transitional Justice [online]. New York: International Center for Transitional Justice [cited March 2004]. Available from World Wide Web: (<http://www.ictj.org/>)

Assists countries pursuing accountability for mass atrocity or human rights abuse. Its strategies comprise five key elements: prosecuting perpetrators, documenting violations through nonjudicial means such as truth commissions, reforming abusive institutions, providing reparations to victims and advancing reconciliation.

Kritz, Neil J., ed. *Transitional Justice: How Emerging Democracies Reckon with Former Regimes*. Washington, DC: United States Institute of Peace, 1995.

Expansive and thorough three-volume work. The first covers general considerations, the second examines country studies and the third looks at laws, rulings and reports.

Otras Voces de la Historia. [CD-ROM] Buenos Aires: Memoria Abierta, 2002.

Documents state terrorism in Argentina between the years 1976 and 1983.

The Truth Commission Project [online]. Cambridge, MA: The Truth Commission Project [cited March 2004]. Available from World Wide Web: (<http://www.truthcommission.org/>)

Extensive research on five of the most successful truth commissions of the last 25 years: in Argentina, Chile, El Salvador, South Africa and Guatemala.

Strengthening Individuals and Communities

Pranis, Kay, Barry Stuart and Mark Wedge. *Peacemaking Circles*. St. Paul: Living Justice Press, 2003.

Offers experiences to support the work that many pioneering community members and criminal justice professionals are doing around the world to explore a more healing, constructive response to crime.

Jaranson, James M and Michael K. Popkin, eds. *Caring for Victims of Torture*. Washington, DC:

American Psychiatric Press, Inc, 1998.

Collective wisdom of international experts in the treatment of victims of government torture — all distinguished physicians and pioneers in the field of traumatic stress.

Seeking Redress

International Labor Rights Fund. International Labor Rights Fund [online]. Mar. 2003. Available from World Wide Web: (<http://www.laborrights.org/>)

Reports, papers and books on labor rights for sale and download, including *The Alien Tort Claims Act — A Vital Tool for Preventing Corporations from Violating Fundamental Human Rights*, by Terry Collingsworth.

Violence Against Women in War Bibliography. VAwwNET. Violence Against Women in War [online]. March 2003. Available from World Wide Web: (<http://www1.jca.apc.org/vaww-net-japan/english/resources/bibliography.html>)

Bibliography of reports on women's rights, sexual slavery and international law relating to these topics.

BUILDING HUMAN RIGHTS CULTURES AND INSTITUTIONS

Constituency-Building

Levi, Robin. "Local Implementation of the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)." WILD, 1999. Available from World Wide Web:

(http://www.wildforhumanrights.org/local_implementation%20paper.html)

A guide for people considering passing legislation implementing CEDAW in their own cities.

Collaboration Tactics

Stern, Katherine. *Techniques of Independent Monitoring in Guatemala and El Salvador*. New York: Lawyers Committee for Human Rights, 2002 [cited March 2004]. Available from World Wide Web:

(<http://www.coverco.org/eng/media/Approved-Public-Report.pdf>)

A practical, step-by-step report on how COVERCO and GMIES carry out their work, with a focus on how monitors are trained in everyday, practical details of their job.

Youngers, Coletta A. and Susan C. Peacock. *Peru's Coordinadora Nacional de Derechos Humanos: A Case Study of Coalition Building*. Washington Office on Latin America, October 2002. Available from World Wide Web:

(http://www.wola.org/publications/peru_Coordinadora_eng.pdf)

Examines Peru's history of abuses and the Coordinadora's success in advocacy campaigns and coalition building, highlighting the organization's work and accomplishments over the past 15 years.

Capacity-Building Tactics

Human Rights Institution-Building: A Handbook on Establishing and Sustaining Human Rights Organizations.

New York: Forefront Publications, 1994.

A guide to establishing organizational procedures and structures to prevent and combat institutional problems.

Video for Change [online]. New York: WITNESS [cited March 2004]. Available from World Wide Web:

(<http://www.witness.org>)

Training video for human rights advocates, illustrating how they can use video and communications technology to further their causes. Accompanied by a manual. Both are available to order or download.

Awareness and Understanding Tactics

Cairo Institute for Human Rights [online] [cited March 2004]. Available from World Wide Web:

(<http://www.cihrs.org/BOOKS/booksHome.htm>)

Publishes educational materials on human rights and the arts for Arab human rights organizations.

TACTICAL AND STRATEGIC THINKING

History and Theory

Ackerman, Peter and Christopher Kruegler. *Strategic Nonviolent Conflict: The Dynamics of People Power in the Twentieth Century*. Westport: Praeger Publishers, 1994.

A theoretical and historical assessment of the importance of strategy in successful nonviolent resistance movements.

Ackerman, Peter and Jack Duvall. *A Force More Powerful: A Century of Nonviolent Conflict*.

New York: St. Martin's Press, 2000.

Examines how popular movements have used nonviolent weapons to overthrow dictators, obstruct military invaders and secure human rights. Jack Duval directed a companion film of the same name.

Johnson, Douglas A. and Kate Kelsch. "Tactical Innovations for Human Rights." *Effective Strategies for Protecting Human Rights*, David R. Barnhizer, ed. Dartmouth Pub Co., 2002.

Explores the importance of tactical thinking in human rights work and includes eight brief case studies of effective tactic.

Keck, Margaret E. and Kathryn Sikkink. *Activists Beyond Borders*. New York: Cornell University Press, 1998.

Examines the networks of activists that coalesce and operate across national frontiers to target international organizations or the policies of particular states.

Risse, Thomas, Stephen C. Ropp and Kathryn Sikkink. *The Power of Human Rights: International Norms and Domestic Change*. New York: Cambridge University Press, 1999.

Evaluates the impact of these norms on the behavior of national governments in many regions of the world.

Sharp, Gene. *From Dictatorship to Democracy: A Conceptual Framework for Liberation*.

Boston: Albert Einstein Institution, 1993.

Focuses on the generic problem of how to destroy a dictatorship and to prevent the rise of a new one.

Sharp, Gene. *There are Realistic Alternatives* [online]. Boston, MA: The Albert Einstein Institution, 2003 [cited March 2004].

Available from World Wide Web: (<http://65.109.42.80/organizations/org/TARA.pdf>)

Brief introduction to nonviolent struggle and strategic thinking.

Practical Guides

Alexander, Sylvia. *Generating Local Resources: Case Histories and Methods for Supporting Human Rights Organizations In-Country*. New York: Forefront Publications, 1996.

A guide to strategies that allow human rights organizations to identify and cultivate domestic sources of funding.

Alexander, Sylvia. *A Handbook of Practical Strategies for Local Human Rights Groups*.

New York: Forefront Publications, 1999.

A discussion of strategies used to overcome a variety of challenges, from coping with threats and violence, to building alliances and establishing ties with the international community, illustrated by examples from around the world.

Bobo, Kim, Jackie Kendall and Steve Max. *Organizing for Social Change: A Manual for Activists in the 1990s*.

Santa Ana: Seven Locks Press, 1991.

A handbook on fundamental organizing techniques and methods of building a successful direct action organization.

Circle of Rights. *Economic Social & Cultural Rights Activism: A Training Resource* [online]. Minneapolis: Human Rights Resource

Center, 2000 [cited March 2004]. Available from World Wide Web:

(<http://www1.umn.edu/humanrts/edumat/IHRIP/circle/toc.htm>)

A detailed account of economic, social and cultural rights, as well as a guide, for trainers and activists, to useful strategies

and tactics aimed at promoting and protecting rights through national and international organizations.

Johnson, Douglas A. "Confronting Corporate Power: Strategies and Phases of the Nestlé Boycott." *Research in Corporate Social*

Performance and Policy 8 (1986): 323-344.

A detailed account of the strategies and tactics employed during the Nestlé Boycott in the late 1970s.

Kehler, Randall, Andrea Ayvazian and Ben Senturia. *Thinking Strategically: A Primer on Long-Range Strategic Planning for*

Grassroots Peace and Justice Organizations. Amherst: Peace Development Fund.

A guide to strategic planning that outlines steps in the planning process (setting goals, defining a mission and developing

strategy) as well as measures for establishing accountability, designating responsibilities, identifying tactics and timing

action. Also available to download free at www.newvisionsproject.org/ThiStrat.pdf.

McChesney, Allan. *Promoting and Defending Economic, Social, and Cultural Rights: A Handbook* [online]. Washington, DC:

Association for the Advancement of Science, 2000 [cited March 2004]. Available from World Wide Web:

(<http://shr.aaas.org/escr/handbook/>)

A resource for NGOs and others active in civil society who want to prevent or stop violations of economic, social and cultural

rights and promote fulfillment of these rights at the national and international levels.

Milne, Paul and Glen Schneider. *The Effective Action Concept: A Value-Based Tool for Social Good and Personal Power*. San Diego:

Institute for Effective Action, 1992.

A planning and management tool for deliberately creating change, whether at the personal or social level.

Sharp, Gene. *198 Methods of Nonviolent Action*. Boston: 1973. Available from World Wide Web:

(<http://www.peacemagazine.org/198.htm>)

A simple, straightforward and powerful list of ways to reach your audience, make your point and begin

to make change.

"Using the Internet Strategically." The Association for Progressive Communications [Cited March 2004].

Available from World Wide Web: (<http://www.apc.org/english/capacity/strategy/index.shtml>)

Profiles of civil society organizations that use technology and the Internet to promote human rights.

Human Rights for the Business Community

Business for Social Responsibility [online]. San Francisco: Business for Social Responsibility. [Cited March 2004]. Available

from World Wide Web: (<http://www.bsc.org>)

A collection of tools and practical guidelines for responsible business practices, including descriptions of business-related

tactics for promoting human rights.

By the Sweat & Toil of Children: Efforts to Eliminate Child Labor (volume V) [online]. U.S. Department of Labor Bureau

of International Labor Affairs, 1998 [cited March 2004]. Available from World Wide Web:

(<http://www.dol.gov/ILAB/media/reports/iclp/sweat5/overview.htm>)

A congressionally-mandated series of annual reports that reviews the child labor situation in 16 developing countries

and analyzes the level and types of action being undertaken to reduce child exploitation.

An Economic Consideration of Child Labor [online]. U.S. Department of Labor Bureau of International Labor Affairs, 2000

[cited March 2004]. Available from World Wide Web:

(<http://www.dol.gov/ILAB/media/reports/iclp/sweat6/overview.htm>)

This sixth report in the By the Sweat and Toil of Children series examines the economic benefits of the elimination of child

labor and the increased enrollment of children in school.

Frankental, Peter and Frances House. *Human Rights: Is It Any of Your Business?* London: Amnesty International and The Prince

of Wales Business Leaders Forum, 2001.

Information on human rights issues encountered by the business community and a discussion of ways companies can

prevent abuses, e.g. through shareholder activism, improved transparency or government regulation.

The Human Rights and Business Project [online]. Copenhagen: Danish Institute for Human Rights [cited March 2004].

Available from World Wide Web: (<http://www.humanrightsbusiness.org/>)

A clearinghouse of news and resources regarding human rights issues and the business community, including

the unique Human Rights Compliance Assessment. The HRCA is a diagnostic test made up of more than 1,000 indicators.

Unleashing Entrepreneurship: Making Business Work for the Poor. Report to the Secretary-General of the United Nations,

Commission on the Private Sector and Development.

Recommendations for enabling businesses to advance development.