

DIGNITY INTERNATIONAL

STRATEGIC PLAN

2010-2012



all human rights for all
dignity
international

From Pioneering to Consolidation Phase

I. THE WORLD TODAY – OUR WORLD VIEW

International human rights and humanitarian law provide the framework for every human being, without distinction of any kind, to live freely, equal in dignity and rights enjoying a multitude of human rights enshrined in the Universal Declaration of Human Rights and supported by a host of international human rights instruments.

If the promise of human rights is to be a reality today, then every human being would enjoy a decent standard of living for the health and wellbeing for themselves and their family including adequate food, housing, and access to healthcare, social services and education. Every human being would enjoy the right to work, the right to equal pay for equal work, have free choice of employment to safe and favourable conditions of work and protection against un-employment. Human beings would have a right to a living wage where they are able to ensure for themselves and their family, an existence worthy of human dignity. Every human being would have entitlement to social security at times of need - unemployment, sickness, disability, old age or other livelihoods in circumstances beyond their control. There would also be special assistance for motherhood and children. Human beings would live free from fear and discrimination and enjoy equality of opportunities and access to conditions to live life in dignity. Throughout the world there would be justice in every form – legal, economic, social, and gender. What a wonderful world it would be.

However such is not the world we find today. More than sixty years after the adoption of the Universal Declaration of Human Rights, the reality check is far from the promised-land. Indeed tremendous gains have been made in the area of civil and political rights over the past six decades, (fall in dictatorships and the spread of democratic political systems around the world, end to torture and degrading treatment in many countries, improvements in judiciary systems and access to justice, landmark achievements in bringing perpetrators of war crimes and genocide to justice through a host of international tribunals and most recently the establishment of the International Criminal Court). Although these gains have been made in the area of civil and political rights, we still have a long way to go with economic, social and cultural rights.

We still see widespread violations of these economic and social human rights worldwide. Globally nearly 3 billion people, half of the world's population, are struggling for survival. In a world of plenty, 854 million people in the world, both rural and urban, go hungry everyday. The majority of the world's population does not have access to basic social services such as clean drinking water, adequate healthcare, and housing. Annually more than 5million people are still forcibly evicted from their homes. More than 25 million people have died of AIDS since 1981. Africa has over 14 million AIDS orphans. Half of the world's workforce earns less than 2 \$ a day. 12.3 million women and men work in slavery. Trade union rights are violated and 2.2 million people die due to work-related accidents and diseases every year. Add to this massive global unemployment, is the lack of social protection for the majority of workers employed in the "informal economy". 200 million children under the age of 15 work instead of going to school. Youth unemployment is on the increase and the youth (15-24 years) now constitute half of the world jobless. The greatest majority of people living in poverty are women representing 70% of the world's poor. Violence against women and girls (physical, sexual, psychological and economic) cutting across boundaries of age, race, culture, wealth and geography is one of the most widespread violations of human rights. Poverty is not only a phenomenon of the global

south but also in the global north. In the European Union, in spite of the overall wealth there are still about 79 million people (approximately 16% of the EU population) who are at the risk of poverty.

Poverty (denial of equality of opportunity and deprivation of conditions to live life in dignity) is a violation of human rights. With nearly half of the world's population living in conditions or at the risk of poverty, it is the biggest violation of human rights in the world today. Poverty isn't simply a numbers game. It's about scores of women, men, young people and children enduring unimaginable obstacles that keep them from fulfilling their most basic human rights and achieving their individual potentials.

Causes of poverty are deep rooted, manifested in violent political, economic and social systems that drive the already poor and deprived further out to the fringes of society. Politically, the poor are excluded from decision making processes that directly affect their lives. Patriarchy, the control by men, is the dominant social and cultural structure even in "developed" countries. It not only explains how our societies function, but how it controls women in every aspect in all countries of the world. Control of resources by men and social practices that marginalise women and the girl child also explains the widespread violence against women and why women constitute 70% of the world's poor.

Economically, the dominant neo-liberal economic system puts profits before people, plundering of the earth's natural resources before the preservation of the planet, and putting economic growth before economic justice. Laws, policies and practices advanced by the political and economic elite serve to reinforce and perpetuate existing economic and power imbalances – allowing for the accumulation syndrome where those already well resourced and powerful accumulate yet more resources and more power. These imbalances in wealth and power, exist globally (the global north and the global south) as well as within countries. The structurally-determined unequal access to resources systematically denies human rights to certain large categories of people.

The number of people in the world, whose rights are violated on a systematic basis, is increasing, despite repeated commitments from governments. Governments, despite their obligations under human rights law, are not only failing to protect the human rights of their citizens from abuse by multinational corporations gaining more power every day, but there are also direct abuses of human rights perpetrated by governments themselves.

Economic, social and cultural rights still do not have proper recognition nor enforcement mechanisms either nationally, regionally or internationally. The recent development with the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights which has created the possibility for those suffering from ESC Rights violations to find redress at the international level, is a step in the right direction.

During the past year, the world was hit by the global financial and economic crisis with catastrophic impact on a range of human rights – particularly of the already vulnerable. The crisis

has provided a window of opportunity to challenge neo-liberalism as the dominant economic and political ideology, and radically rethink and reshape the liberal role of the state. Moreover the transnational impacts of the crisis have highlighted the urgent need to frame accountability in global terms and to assert more vigorously that states' responsibilities to respect, protect and fulfill economic, social and cultural rights do not stop at their national boundaries. Over the past decades of neo-liberalism the role of the state was reduced to that of a "referee" serving the neo-liberal agenda. The crisis made it clear that the state has a critical role to play not only in the regulation but also in the creation of wealth and the distribution of its benefits. Those concerned with economic and social justice should take up the tiny opportunity opened up by the crisis to challenge the dominant neo-liberal agenda and push for democratic and accountable states whose primary concern should be human rights as established by the 1993 Vienna conference on human rights.

II. WHY HUMAN RIGHTS?

Causes of poverty are deep-rooted and their eradication cannot be achieved by isolated projects alone. It can only be achieved by transforming the social, political, economic, and financial institutions, legislations, policies and practices that systematically deny people a life in dignity to a justice-based system that affirms human dignity. To tackle poverty at its roots there is a need to transform power relations between those living in poverty and the state. It is critical for people living in poverty to know that what they demand are not demands for charity but basic human rights to which they are entitled. It is also critical for people to know that the state (duty bearer) has to be held to account to ensure that they respect, protect, and fulfill these human rights. Such a transformative framework can be found in human rights.

A human rights framework, if pushed to its full potential, can tackle the local, societal and the larger global processes of impoverishment and move towards the creation of a local to global, political, economic and financial order that is conducive to the realisation of human dignity for all. A human rights framework will advance the goal of poverty eradication and human development in the following ways:

- ✓ that poverty eradication is not simply a moral obligation but a legal obligation. In human rights the obligations of the state to respect, protect and progressively fulfil human rights are spelled out clearly;
- ✓ it broadens the scope of poverty eradication strategies so as to address the deep rooted structures of discrimination including male dominated structures of patriarchy that generate and sustain poverty particularly those affecting women;
- ✓ it confirms that economic, social and cultural rights are binding international human rights, not just programmatic aspirations;
- ✓ it adds legitimacy to the demand for ensuring informed and meaningful participation of the poor in decision-making processes;
- ✓ it stresses that there are minimum core obligations below which no one is allowed to fall and no trade offs can be made. In this sense minimum core obligations which have to be met 'immediately' go well beyond the Millennium Development Goals;

- ✓ it helps create and strengthen institutions through which policy-makers can be held accountable for their actions;
- ✓ It transforms existing power relations because it gives strength and power to the human rights holder, to the vulnerable in society, to those living in poverty. A human rights framework, in theory, puts the power of the state and those of non state actors (corporations) in check through a range of accountability mechanisms.

The existing development frameworks including the Millennium Development Goals (MDGs) fall far short of human rights aspirations. In September 2010, the world leaders will gather at the UN Headquarters in New York to report back on progress made on the MDGs and discuss the post 2015 development framework. Political jockeying has become characteristic of global negotiations, and the summit in 2010 to agree on a post 2015 development framework will be no exception. The position of civil society should be clear:

1. Any development framework must be rooted in existing human rights and international human rights law which states have already signed and ratified;
2. Poverty eradication is a legal obligation and states have obligations to respect, protect and fulfill human rights;
3. 'Minimum core obligations' (end to discrimination, abolish discriminatory policies and laws, universal primary education, universal vaccination etcetera) spelled out in human rights are to be achieved immediately in all countries. If the developing countries do not have the means to achieve this immediately, then the developed countries are under obligation to assist through well targeted official development assistance (ODA);
4. Targets and benchmarks are to be set nationally with active and informed participation of those living in poverty and exclusion. There should also be clear mechanisms to hold duty bearers to account rather than following the general, watered-down, benchmarks which are prevalent in MDGs at present;
5. Official development assistance is a right of developing countries and a responsibility of developed countries. The north-south power imbalance was already clear in the MDGs negotiations because no commitments were made from the developed countries' side to committing ODA. This must be changed in the post 2015 development paradigm.

Civil society perhaps should not waste its time to try to get yet another global agreement but instead spend its energy to bring to life human rights and put the 'theory' into practice. Civil society can spend its time making full use of the existing human rights instruments to which states have not only agreed and signed but also ratified thus subjecting them to international scrutiny on their performance. No new agreement can be better than what is already enshrined in international human rights instruments.

The challenges ahead are threefold: (1) make the clear links between development and human rights (the daily struggles of people living in poverty and exclusion to human rights); (2) at the local and national level to strengthen the grassroots movements to demand transparency and accountability from state and non state actors infringing on, or responsible for their rights; and (3) at a global level to link the different social movements from around the world as well as a host of NGOs supporting them to create a global impetus to strengthen the international accountability mechanisms for human rights.

Dignity's intervention strategies (1.Capacity Building for Human Rights, 2. Advocacy & Campaigns , and 3. Communication & Outreach) outlined below are designed to address these three challenges. In engaging in these intervention strategies, Dignity will network and build alliance with the growing numbers of organisations working on Economic, Social and Cultural rights. There are also increased numbers of social movements around the world working on various aspects of economic, social and cultural rights, such as land rights, housing rights, water rights, livelihood rights of different categories of people including fisher-folk, indigenous people, landless peasants, dam affected people, and urban slum dwellers. The growth of such a bottom-up movement is essential because transformation of existing structures and systems of oppression can only come about from people directly affected by poverty and exclusion. It is these struggling, excluded and deprived communities who have both the vested interest and unfailing energy to lead that fight and bring about lasting transformation. The demands of these grassroots movements can be strengthened by moving beyond simply using the language of "rights" to making clear links between their struggles to specific human rights obligations of states, mobilising the numbers to hold the duty holders to account.

III. INTRODUCING DIGNITY INTERNATIONAL

Dignity International was founded in 1999 at the Global Forum on Poverty Eradication. The founding spirit of Dignity International is that poverty should be seen and tackled as a Human Rights violation and that those living in poverty and exclusion must be supported to take the lead in the global fight against poverty.

Since January 2003 Dignity International has been operating as an independent organisation, registered as a foundation in the Netherlands, supporting the people in the front line of the human rights struggle, working with partners and friends worldwide to bring about lasting social transformation for justice in all its forms.

VISION - Dignity international is of a world in which everyone enjoys human rights and lives in dignity, free from fear, poverty and discrimination.

MISSION - Dignity International advocates with, connects and supports the empowerment of deprived and struggling communities in claiming their human rights, and creating social justice around the world.

VALUES dignity is founded on values of respect for the dignity of the human-being (respect, honesty, humanity, solidarity and justice)

DIGNITY'S CONSTITUENCY is divided into primary and secondary constituencies. The primary constituency consists of organised deprived communities struggling for human rights and dignity in different parts of the world. The secondary constituency consists of civil society organisations including youth movements who have a democratic track record in working with communities in struggle in a principled way.

DIGNITY'S ACHIEVEMENTS TO DATE

Dignity started its independent operations in 2003 .Dignity's achievements may be summarised as follows :

- ✓ **Communities deprived of their human rights are empowered** - They link their daily struggle for survival to human rights and articulate their human rights demands and provoke responses from local, national to international political processes. In Kenya, the « Get Up Stand Up – Stand Up for Your Human Rights » pilot project with the Nairobi People's Settlement Network, representing urban communities deprived of their human rights, led to :
 - **People's Budget Process (2007 and 2008)** - The Nairobi People's Settlement Network in Kenya generates priorities for concrete and direct engagement with national and city budget processes. The people's budget is a bold attempt by the people to get to grips with the budgetary process as well as a political statement. It actively recognises the democratic rights of people to exert their power – people's power – by participating in the development of budgets, an area that clearly affects their lives. People's informed and active participation in the process is important not just because it is their democratic right but also because informed input ensures efficient and effective allocation of resources and setting of priorities for limited resources that meet the needs of the people.
 - **People's Manifesto Process** - In 2007, prior to the December 2007 Kenyan elections, three leading organisations of the informal settlements in Nairobi put forth a "People's Manifesto" detailing the aspirations and views of the people they represent and who had been excluded from political processes. The voters in the people's settlements constitute a majority of the voters in Nairobi and therefore have power at least in numbers. Putting together the People's Manifesto was a significant step toward turning the power relationship more towards the people themselves. In this case, they organised themselves, set their own priorities and tried to call the shots.
- ✓ **Voices and faces of the most deprived communities were heard and seen at international forums.** Whilst many organisations fight for their own voice and visibility, Dignity fought for space not for itself but for those living in poverty and exclusion to speak out for themselves. Two specific examples of this were, (1) Dignity used its UN consultative status and limited funds to assist and support an elected spokesperson of the Nairobi People's Settlement Network - to directly address the UN Committee on Economic, Social and Cultural Rights during its deliberation of the first Kenya State Party report to the Committee in November 2008. (2) The representatives of urban poor communities, people in front line of the human rights struggle, were in fact keynote speakers at the panel on "Economic and Social Justice" coordinated by Dignity for the Human Rights Caucus at the World Social Forum in January 2007. Where as other panels only 'talked' of the importance of people in poverty speaking out, Dignity actually made sure that these people speak out.

- ✓ **Development workers and deprived communities became passionate about human rights** as (1) a practical tool for empowerment of deprived communities and (2) a powerful moral and legal framework to challenge the root causes of poverty and deep rooted structures of discrimination. This is the central theme and emphasis of the Dignity International learning programmes.

- ✓ Those who participated in Dignity activities became passionate not only about human rights but also about the « spirit of dignity » to do one's level best to improve the world around us, to belong to a dignity family of those individuals committed to justice. Dignity Alumni have good feelings about their experience with Dignity where the team does their best for a learning process that not only improves knowledge and skills but also transforms attitudes.

- ✓ **The Multiplier effect** – The Alumni of Dignity International (participants of the Dignity Learning Programmes which is approximately 500 at the international level and 1000 at the local level) become enthusiastic about both the content and methodology of the Dignity learning programmes and they multiply them in different contexts. The Annual Learning Programme which started in 2002 now has multiplied to:
 - Global Level - 1 on Budget Analysis and ESC Rights and 2 on Get Organised for Human Rights aimed at Community Organisers and Social Movement Leaders
 - Regional Level - 6 human rights Linking and Learning Programmes (4 in Latin America, 1 in East Africa, and 1 in South Asia);
 - National Level – for example in India and Colombia.
 - Local Level – Dignity facilitators and its alumni organised and trained approximately 100 community leaders and facilitators in Nairobi, Kenya for the Get Up - Stand Up: Stand Up for Your Human Rights process; supported Community Facilitators to engage in 24 community Human Rights Learning Programmes which benefitted around 1000 community activists;

DIGNITY'S VALUE ADDED

- ✓ a leading actor in relating human rights to the real life daily struggles for survival and dignity of the most deprived communities;
- ✓ enhancing the human rights advocacy capacity and empowerment of these communities to articulate their human rights demands and provoke responses from local, national to international political processes;
- ✓ Linking communities in struggle across national borders, and amplify their visibility and voice to the international context providing strength to their struggles through exchanges, training and advocacy support;
- ✓ A leading actor in experiential and fun learning methodologies that not only enhance human rights knowledge and skills but also transform attitudes - strengthening participants' role as human rights activists.

DIGNITY'S STRENGTHS AND WEAKNESSES

Dignity International's strengths lie in large part in the relations it has created with its partners and the "bottom-up" niche it is filling in the human rights sector as an international organisation that is grounded in the struggles of the deprived communities and able to make the local-global link. Dignity has succeeded in building a team of highly experienced, motivated, passionate and committed staff. It has shown its partners that the organisation is there to stay the course, and that there is coherence between its vision/mission and action that the organisation undertakes. This has helped build trust between a core set of partners including communities in struggle in different parts of the world and respect from the larger number of organisations it has worked with. Its expertise in participatory training processes in human rights is recognised amongst the civil society today.

However, much is still lacking to take Dignity to the level it wishes to reach, which will be addressed through this strategic plan. The organisation is still limited in its capacity to reach out to more organisations, to sufficiently engage throughout a struggle with a partner organisation and follow up from one-time events to longer term processes. The small size of the organisation in terms of staff size and budget have been the major impediment of the capacity to deliver on these more long terms follow through.

IV. STRATEGIC DIRECTION 2010-2012

Dignity International is undergoing a transition phase. It is moving from a young, dynamic organisation which experimented through a number of activities to advance economic, social and cultural rights, engaged in a wide range of partnerships, operated with a small and unstable staff and financial base, to one where the resource base is becoming less unstable, where there is deepening of relationships/partnerships in particular with certain grassroots social movements; and a sharpening of its capacity building programme towards human rights advocacy and action. The transition is also marked by the departure of the Co-founder and Executive Director who has been instrumental in shaping the organisation into what it is today. The key features during this transition phase will be consolidation of existing achievements and niche of Dignity International, and the organic development of its support to grassroots movements in the 'local-global' advocacy initiatives rather than in any major expansion or new area of work. This is especially so in the year 2010.

STRATEGIC OBJECTIVES AND INTERVENTION STRATEGIES

In pursuing its vision, mission Dignity International will use three main intervention strategies: a. Capacity Building, b. Advocacy & Campaigns and c. Communication & Outreach.

Central to these three strategies is "**partner relations, networking and alliance building**". This is not a separate programme window but will be crosscutting throughout the organisation. Dignity will network and build alliances with the relevant national, regional and international organisations. The emphasis however will be on developing and deepening relations with existing

grassroots partners and social movements. and Dignity International will position itself as an “enabling” international organisation facilitating a global network of deprived communities worldwide, consolidating and building further on existing community partner groups into a global grassroots movement.

A. CAPACITY BUILDING

Objectives

1. To understand and challenge the structural causes of poverty, the deep-rooted structures of discrimination that sustain and perpetuate poverty, and the global processes of impoverishment.
2. To appreciate the power of human rights to overcome structural causes of poverty, marginalisation and exclusion.
3. To transform power relations by using human rights to empower the most deprived, linking the daily struggle for survival to human rights and enabling them to hold duty bearers to account for their human rights obligations.

Activities

1. Focus on the **Training of Trainers, Annual Global Learning programme, regional level trainings**, and assist alumni and their respective organisations with follow-up training programmes at their constituent levels.
2. Develop the **“Global Get organised for Human Rights”** programme designed for community organisers and social movement leaders as a space for building global linkages between social movements worldwide and strengthen their human rights advocacy and with increased leadership in this process by key grassroots partners.
3. In depth **community level programmes** and assistance in countries with pilot advocacy programmes (Kenya, Thailand and one more country to be decided). These will include strengthening of Training of Community Trainers, development and use of popular communication materials, support for Community Theatre developed and in line with advocacy and campaign objectives outlined below.

Outputs

- ✓ 3 Annual Global Learning Programmes on Human Rights Based Development” aimed at development multipliers; (75 multipliers)
- ✓ 3 Global “Get Organised for Human Rights” Learning Programmes for community organisers and social movement leaders with sharper advocacy objectives; (75 community organizers/social movement leaders)
- ✓ 1 Training of Trainers programme for Dignity (15 trainers with different language capacity and from different regions)
- ✓ 5 (sub) regional level learning programmes (Latin America, Africa, Asia, and other regions as opportunities arise) (150 persons)
- ✓ 10 Spin off learning programmes from global, regional programmes (250 persons)
- ✓ Community level learning programmes for community activists/leaders (75 persons)

- ✓ Wider community level training programmes (1000 +)
- ✓ Community mobilisation around human rights day (at least in host country of the annual global programme and in each country where Dignity will have in depth programmes).

Outcomes

Participants of the Dignity Learning programmes become committed human rights activists. They will critically look at the deep rooted discriminatory structures (social, cultural, economic, and political) and change their own behaviour in particular in relation to gender in the family and work context. The participants will take whatever appropriate action in their respective contexts to make progress towards social justice for all (to be verified through 6 month evaluation process).

Development multipliers will push for a post 2015 development framework that is rooted in international human rights. More development workers will not only use the language of “rights” but appreciate its power to advance the development goals. (to be verified through policy papers written by development organisations of Dignity Alumni)

Deprived communities organise themselves to articulate their demands and exert their ‘power’ as human rights holders and demand their human rights from the state. They demand transparency of information and processes and participation in decision making processes that affect their lives. They hold the state authorities to account using various accountability mechanisms at local, national to international levels.

Indicators - *number of programmes (global, regional, local); no. of participants; number of people joining Dignity Alumni; number of applicants to the programmes; replication/ follow-up action (where and what type); percentage of them attending the TOTs; response from pax; advocacy and policy points submitted to various UN MDG related meetings; requests for additional training; what actions lead to what?; written evaluation (post programme and 6 month evaluation forms); Annual Reports/ monthly news bulletin of Dignity; coverage/reports of the same in publications/documents of participant’s organisations.*

B. ADVOCACY & CAMPAIGNING

Objectives

1. To develop two local campaigns into powerful international actions led by three democratic grassroots movements with whom Dignity has a deepened relationship based on their advocacy priorities.
2. To position Dignity International as a strong human right player in the international debate on the post 2015 development agenda.
3. To build advocacy capacity of grassroots organizations to launch and implement one joint ‘local to global’ international campaign by 2012.

4. To build a network of core grassroots organizations ready to act together and in solidarity.

Activities

1. Pilot Campaigns - Work with two grassroots organisations from two different countries to develop their international advocacy strategy. More specifically:

- ✓ Provide ongoing assistance and access to and facilitate their participation to international fora including the relevant UN Treaty and Charter bodies (eg. UN Committee on ESC Rights and UN Human Rights Council) to further their advocacy priorities.
- ✓ Mobilise Dignity International's alumni, other international partners and grassroots networks on a concerted campaign action in support of specific policy and practice demands of the two pilot advocacy & campaign projects.
- ✓ Provide ongoing technical advocacy and campaign expertise to national campaigns.

2. Enhance Human Rights Advocacy of the "Get Organised for Human Rights" Programme designed for community organisers and social movement leaders. The programme will:

- ✓ Build and sharpen capacity of participating social movements in human rights advocacy;
- ✓ Build global grassroots movement support for the three pilot grassroots campaigns;
- ✓ Provide space for social movement partners globally to build relationships and trust and enhance joint action.

3. Exchanges & Parallel Action: Support sharing and learning between Thailand, Kenya and India by facilitating exchange visits during 2 specific advocacy moments. Dignity will also engage in exchange and parallel action activities to strengthen relations with rural land rights movements like Ekta Parishad as well as facilitate/support parallel advocacy and campaign action in relation to the Jan Satyagraha (2011-2012) land rights campaign in India especially during the highlight month in October 2012.

To further local/national accountability processes, there will be exchanges related to certain good practices. Eg. Social Audit. Dignity will support leaders from the MKSS (pioneers of the Right to Information Campaign and social audit) to countries with pilot advocacy projects to share experiences and inspire accountability action. (Perhaps a Right to Information act in Kenya?)

Outputs

3 pilot partner social movement led campaigns (Thailand and Kenya, and one more to be decided). More specifically:

- ✓ Articulations of specific demands (policy and practice changes) at local, national and international levels.

- ✓ Concerted international campaign action mobilised by Dignity through Alumni, other international partners, and social movement partners involved in the “Get Organised for Human Rights” process;
- ✓ Stronger module - for the Get Organised for Human Rights Learning Programme. human rights advocacy and campaign modules
- ✓ Parallel advocacy and campaign action in Thailand and Kenya in relation to the Jan Satyagraha in India as well as 2 people to people exchanges involving partners from Thailand, Kenya and India at specific advocacy movements including the participation of Dignity’s partners in the land rights campaign in India.
- ✓ Exchange/ use of the World Social Forum in 2011 in Dakar to review joint action.

Outcomes

Pilot projects inspire other “local – global” advocacy and campaign action. More grassroots organisations demand similar support from Dignity International.

Other international organisations begin to change the way they campaign i.e. an advocacy agenda not set in the global north by the international organisations themselves but one set and inspired by deprived communities. Visibility and voice in the campaign/advocacy process is not that of the international organisations but those of the deprived communities. In essence more international organisations put their expertise/resources not for their own glory but really to the service of the deprived communities.

People to people exchanges result in other forms of bottom-up human rights advocacy, participation and accountability processes (people’s budgets, people’s manifestoes, social audits etcetera)

- ✓ Stronger human rights advocacy and campaign modules for the Get Organised for Human Rights Learning Programme.

Indicators - *number and content of specific advocacy demands developed by partner organisations; number and content of specific changes in legislation, policy and practices as recorded in various government documents, media reports; number of people and organisations mobilized by grassroots partner for advocacy and campaign action at national level; number of alumni, international partners and other grassroots partners mobilized by Dignity International in support of the pilot case studies; coverage of these actions, successes/failures of these actions in Dignity news, partner news and other media sources; number and quality of interventions (verbal and written) made at various international fora including the UN committee on ESC Rights, UN Human Rights Council and other relevant bodies in support of partner-led pilot advocacy and campaign action; mission reports (including audio visual) from the exchanges and the frequency of their showing/sharing back to their respective communities; frequency of use/interaction new social networking and information, communication technology (including face book and others) among Dignity Alumni and other interested parties specifically to support pilot campaign and advocacy action.*

C. COMMUNICATION & OUTREACH

Objectives

To increase the voice and visibility of key grassroots partners and that of Dignity International.

Activities

1. Continue the **monthly news bulletin** and expand its readership to 10 000 including partner forwarding and printing taking into account the language diversities of partner's contexts. Update of the **multi-lingual website of Dignity International**, the **Calendar of Activities** and the **training resources** related to Dignity's capacity building programme.
2. Assist key grassroots partners with website development and updates.
3. Collect 6 stories/year for "Excluded Wisdom: Voices from the Ground" (on the website) - making them short video interviews.

Outputs

- ✓ Monthly News Bulletin (36 issues with a minimum of 3500 outreach per issue)
- ✓ Updated website/ calendar/ training resources
- ✓ Establishment and updates of website for key grassroots partners who do not yet have a website.
- ✓ More stories for "Excluded Wisdom: Voices from the Ground"

Outcomes

Readers of Dignity news-bulletin follow-up on various news items covered in the newsletter (action, publications, participation or follow-up on events highlighted in the bulletin, make contact with partner organisations).

Donors get to know more about Dignity, its orientation and perhaps strengthening of the donor base of Dignity International.

Indicators - *Number of people subscribing to and quality of the monthly news bulletin; number and quality of audio visual materials produced/used by Dignity and partners; number of video clips posted by Dignity and partners on u-tube with links from Dignity and partner websites; number of views on them; number and quality of the stories posted for "Excluded Wisdom: Voices from the Ground"; link to Dignity websites from other organisations and visibility of Dignity International and partner websites on various search engines.*

FINAL NOTE....

This Strategic Plan 2010-2012 was approved by the Dignity International Board of Directors at its meeting in Strasbourg, France on Monday 15 February 2010. Operational part of this Strategic Plan is available as a separate document.

Dignity International would like to thank all those who contributed to the Strategic Planning process in particular its partners who participated in the focused meeting in Strasbourg, France in October 2009 – Four Regions Slum Network (Thailand), Youth for Unity and Voluntary Action – YUVA (India), Ekta Parishad (India), Nairobi People’s Settlement Network (Kenya), Hakijamii Trust (Kenya), International Network on Economic, Social and Cultural Rights (USA). Dignity would also like to thank Inducar (Portugal) and Warner Strategy and Fund Raising (Netherlands) for the external evaluation process which formed the launch-pad for strategic discussions. Dignity is much indebted to the Ministry of Foreign Affairs of Finland and Oxfam NOVIB for their confidence in Dignity, their comments and financial contributions to this process.

Our challenge ahead is to push the **implementation of human rights** to make that “paper promise of human rights” to become a reality for all. Over the past years we have witnessed deprived grassroots communities are getting up and standing up for their human rights and making that promise of human rights become a reality for all. Through its work of the past years, Dignity has proved that it is possible for international organisation to be grounded, and actually serve the organised communities – to amplify their voices and action to the international level. Moving now from the pioneering to the consolidation phase, Dignity is - as always - ready for action!