



DIGNITY INTERNATIONAL'S STRATEGIC PLAN 2014 TO 2016

SUMMARY: This document sets out Dignity International's Strategic Plan 2014-2016 as it was adopted by the Board of Directors during the Strategic Planning Meeting held in Estonia, May 2013.

JANUARY, 2014.

INTRODUCTION

Dignity International (DI) was founded in 1999 at the Global Forum on Poverty Eradication. The founding spirit of DI 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, DI has been operating as an independent organization registered as a foundation in the Netherlands - Kamer van Koophandel, Dossier # 341 635 785 - 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. During these years DI was accredited consultative status with the ECOSOC and CEPAL.

VISION - DI's vision is of a world in which everyone enjoys human rights and lives in dignity, free from fear, poverty and discrimination.

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

DI'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 and community based organizations.

DI is a dynamic organisation that experimented through a number of activities to advance economic, social and cultural rights, with a focus on 4 thematic areas:

- ADVANCING PEOPLE'S RIGHTS OVER LAND AND NATURAL RESOURCES;
- PROMOTING/SUPPORTING PARTICIPATORY DEMOCRACY AND DETERMINING DEMOCRACY SPACE;
- PROTECTING AND ADVANCING LABOR AND HOUSING RIGHTS;
- SOCIAL PROTECTION AND THE RIGHT TO THE CITY..

DI engaged in a wide range of partnerships, operated with a small staff and financial base, 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 via organic development of its support to grassroots movements in the 'local-global ' advocacy initiatives

In pursuing its vision and mission DI will use four 4 main intervention strategies:

- CAPACITY BUILDING,
- ADVOCACY & CAMPAIGNS,
- ALLIANCE BUILDING AND
- COMMUNICATION & OUTREACH.

Central to these 4 strategies is “partner relations, networking and alliance building”.

INSTITUTIONAL DEVELOPMENT:

During the strategic plan meeting the Board of Directors decided to decentralise DI operations accordingly to the different type of working performed in each region. This important decision intends to print more agility to DI's work in regional level respecting the particularities of the work performed in each region.

The decentralization process implies in redistribution or dispersion of functions, powers, and staff away from previous roles and that will demand a transition period to accommodate the organisation to the new paramount set. On the other hand, it will allow us to strengthening partnership with local key-partners enhancing joint activities in regional level .

DI will coordinate its work with central and regional coordinations in charge of the relationship with numerous regional partners. Priority will be given to Asia and the Americas for the work already consolidated in these regions.

The decentralisation process also aims at opening funding possibilities in regional level in a way to overcome the global financial crisis and cut-offs in the international cooperation setting.

DI STRATEGIC ROLES:

Role 1: Promoting the UNDHRE enhancing the quality of our programmes mainly the post-programme actions;

Role 2: Influencing public policies and raising public awareness on ESCR;

Role 3: Finding new funds and resources;

Role 4: Decentralize operations - establish and implement concrete partnership in regional and local level;

DI STRATEGIC PLAN PRIORITIES:

Priority 1: Decentralise operations enhancing the work in partnership;

The process of decentralisation will prioritise the work done in Asia and Latin America where DI will keep regional coordination offices to develop its activities, mainly together with key-partners in the region but also with grassroots partners;

Priority 2: Increase flexible and unrestricted funds;

Since the beginning, DI was funded by international cooperation agencies, governmental and non-governmental funds coming mainly from Europe. After 2008, financial crisis has hit DI hard. We believe we need to adapt to a new social economic reality and diversify our funding sources aiming also at crowdfunding and online individual donations, for instance.

Priority 3: Review our branding, communications and develop audio and visual material production ability to boost our profile and differentiate us;

To achieve priority # 2 DI needs to draw public attention and so gain visibility. For that, we will review our branding and set importance to our communication and outreach work, as well our campaigns, online interventions and broadcast of any DI staff or collaborator in local or international media;

Priority 4: Establish robust impact measurement and reporting;

Impact measurement and reporting will be influenced by the actions of priority #3 and will so contribute directly to the objectives set by priority #2;

Priority 5: To value our staff and collaborators;

Through all these years DI counted on highly committed and qualified human rights activist to advance its activities. The plan is to value not only our staff but also our collaborators being them volunteers or free-lancers.

DI'S 4 MAIN INTERVENTION STRATEGIES:

CAPACITY BUILDING:

OBJECTIVES:

- 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;
- To appreciate the power of human rights to overcome structural causes of poverty, marginalisation and exclusion;
- 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;
- To promote the United Nations Declaration on Human rights Education and Training adopted in 2011;

DI PLANS TO:

- Focus in the Global learning programme updating its content to the new reality-check and experimenting new dynamics, features and tools for human rights education;
- Focus on the regional level trainings, training of trainers and local trainings assisting alumni and their respective organisations with follow-up training programmes at their constituent levels as a way to enhance the human rights education capacity of both DI and local partner;
- Develop regional capacity for advocacy accordingly with the possibilities raised from alliance building and partnership in different regions;
- Deepen ability to assist partners and/or alumni to develop their own trainings in national or community level. 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;

AIMED OUTPUTS:

- 3 Annual Global Learning Programmes on Human rights Based Development” aimed at development multipliers; (around 75 multipliers);
- 3 Annual regional Learning Programmes on Economic, Social, Cultural and Environmental Rights” aimed at development multipliers (around 75 multipliers);
- 1 Training of Trainers programme for DI (around 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) (around 125 persons);
- 6 Spin off learning programmes from global, regional programmes (around 250 persons).

OUTCOMES

- Participants of DI learning programmes are empowered by specific knowledge on human rights under a human rights based approach framework to pursue their work in the defense of these rights.
- Nurturing their knowledge on human rights not only promotes the content of the UNDHRE but the knowledge acquired orients and is put into action aiming at the implementation of the strategy designed collectively during the programmes to overcome a situation of human rights **endangerment** and/or violation;

- They will critically look at the deep-rooted discriminatory structures (social, cultural, economic, and political) and change their own behaviour in the struggle for the human rights;
- 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). 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 participation in decision-making processes that affect their lives;
- They hold the state authorities account using various accountability mechanisms at local, national and international levels.

INDICATORS

- Number of programmes (global, regional, local and training of trainers);
- Number of participants; number of people joining DI Alumni;
- Number of applicants to the learning programmes; replication/ follow-up action (where and what type);
- Percentage of them attending the TOTs; response from participants; 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 DI;
- Coverage/reports of the same in publications/documents of participant's organisations.

ADVOCACY:

OBJECTIVES:

- To develop local campaigns into powerful international actions led by democratic grassroots movements and other regional partners with whom DI has a deepened relationship based on their advocacy priorities;
 - To build advocacy capacity together with grassroots organizations to launch and implement joints 'local to global' international campaign;
 - To build a network of core grassroots organizations ready to act together and in solidarity towards regional advocacy and pro-people's policy resolution;
 - To formulate informative and networking solidarity for the protection of human rights defenders;
 - To raise public awareness about the cases of ESCR endangerment or violations brought by the participants of our programmes.
- Among the advocacy issues which will be touch on according to regional priorities are:

LATIN AMERICA - Indigenous rights, inequality and social protection, economic policies, right to the city;

EURO - Food Security, domestic violence & democratic rights;

ASIA - Land housing rights, economic land concession, labour rights;

AFRICA - Political rights, ethnicity, land rights.

DI PLANS TO:

- PILOT CAMPAIGNS - Work with regional/local partners together with grassroots organizations from different countries in Latin America and Asia to develop their international advocacy strategy. More specifically:
 - Provide on-going assistance and access to and facilitate their participation to international fora including the relevant UN Treaty and Charter bodies (e.g.: UN Committee on ESC Rights and UN Human Rights Council) to further their advocacy priorities;
 - Mobilise DI's alumni, other international partners and grassroots networks on a concerted campaign action in support of specific policy and practice demands of the pilot advocacy & campaign projects;
 - Demand Based Approach for internationalizing the local campaigns and vice versa (Two ways).

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.
- Support in building linkages for grassroots.

EXCHANGES & PARALLEL ACTION: The exchange programme provides a space for knowledge sharing and innovative learning of methods of campaign and advocacy. There is a current demand for an exchange programme between Urban Poor between Malaysia, Thailand and Cambodia. To ensure partners have best practices to showcase:

- Community mobilisation around human rights day (at least in host country of the annual global

- programme and in each country where DI will have in depth programmes);
- To assemble the current trainers for a refresher/consolidation new modules of the “From Poverty to Dignity” manual.

AIMED 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 DI 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 DI’s partners in the land rights campaign in India.

OUTCOMES:

- Pilot projects inspire other “local-to-global” advocacy and campaign action. More grassroots organisations demand similar support from DI;
- Other international organizations begin to change the way they campaign (e.g.: 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 etc.);
- 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 DI in support of the pilot case studies;
- Coverage of these actions, successes/failures of these actions in DI news bulletins, 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 social media) among DI Alumni and other interested parties specifically to support pilot campaign and advocacy action.

ALLIANCE BUILDING:

OBJECTIVES:

- To extend the scope of mutual learning and association in an organic way with a clear focus on collective action and advocacy;
- To exchange with key regional partners about common organisation plans to refine possibilities of partnership;
- To develop the best possible dialogue/interface forums between state and non-state actors;
- To facilitate networking among members within and outside the alliance for institutionalizing ESCR framework.

DI PLANS TO:

- Integrating a strategic networking component into the capacity building, advocacy and communications programmes of DI;
- To formulate a strategy paper on existing institutions and actors responsible in dialogue and decision making process;
- To develop a status paper to measure the legal compliances of the constitution in relation to ESCR advocacy.

AIMED OUTPUTS:

- At least 1 to 2 sessions with either integrated or specific alliance building skills/function during the DI programmes extended to participating and willing partners;
- A strategy paper on participatory methodology for decision-making;
- Case study of legal compliance in relations to ESC rights.

OUTCOMES:

- Immediate DI partners building alliances and equally to build partners capacity to establish/ strengthen relationships outside the network;
- A systemic and systematic approach towards effective partnerships for responsive/democratic decision-making;
- A model approach for scoping ESCR framework towards domestication/ratification of law/policy/practice in order to secure rights of the marginalized communities.

INDICATORS:

- Number of learning programmes in partnership;
- Number of advocacy actions such as campaign, public speeches, lobbies in national and international level together with partners;
- Participation in DI communications and outreach;
- The outreach of multipliers in regional level;
- Participation of DI alumni.

COMMUNICATION & OUTREACH:

OBJECTIVES:

- To increase the voice and visibility of key grassroots partners and that of DI;
- To boost Advocacy capacity of grassroots, key partners and DI;
- To take the local issues to global solutions.

DI PLANS TO:

- Continue the bi-monthly news bulletin and expand its readership to 8000 including partner forwarding and printing and taking into account the language diversities of partner's contexts. Update of the multi-lingual website of DI, the Campaign Calendar of Activities and the training resources related to DI's capacity building programme;
- Collect 6 stories/year for "Excluded Wisdom: Voices from the Ground" (on the website) - making them short video interviews. To link these stories to the campaign focus (local to global);
- Countries specific case study on ESCR compliance. Submission of stories to be also included during the Global Training by participants as a prerequisite to participation. Previous advocacy partners to provide video interviews on their experiences for loading on DI website;
- Actualization and reformation of DI website;
- Integration of the different mediums – Website, Facebook, Tweeter and the News Bulletin.
- Develop online membership and donation capacity;

AIMED OUTPUTS:

- Bi-monthly News Bulletin (18 issues with a minimum of 8000 outreach per issue);
- Updated website/ campaign calendar/ training resources;
- More stories for "Excluded Wisdom: Voices from the Ground" Members that are not partners have a space and sense of ownership;
- Increase the production of audio and video material about cases brought by participants.

OUTCOMES:

- Immediate DI partners building alliances and equally to build partners capacity to establish/ strengthen relationships outside the network;
- A systemic and systematic approach towards effective partnerships for responsive/democratic decision-making;
- A model approach for scoping ESCR framework towards domestication/ratification of law/policy/practice in order to secure rights of the marginalized communities.

INDICATORS:

- Number of people subscribing to and quality of the monthly news bulletin;
- Number and quality of audio visual materials produced/used by DI and partners;
- Number of video clips posted by DI and partners on Youtube with links from DI and partners websites and number of views on them;
- Number and quality of the stories posted for "Excluded Wisdom: voices from the Ground";
- Link to DI websites on various search engines;
- Number of partners interaction on the social space.