

STRATEGIC PLAN

2018-2021



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**NOV
ACT**

International Institute
for Nonviolent Action

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INTRODUCTION

This current NOVACT Strategic Plan for the 2018-2021 period is the result of a collective construction process in which NOVACT members, Council members, our technical team along with our main members and financial contributors in the 22 countries where we currently work have participated. The dynamic structure of this participative process included individual and group interviews, organizational diagnostic sessions, plenary sessions at which strategic debate and collective definition of our action priorities and the change which we want to contribute to occurred.

This process permitted us to center our actions on a specific geographic zone: the European-Mediterranean region and to define our priority objectives at an external level: 1) control the privatization of war and security, 2) prevent extremist violence, 3) promote gender justice, 4) support nonviolent civil resistance strategies, 5) build democracies; plus define internal priority objectives: 6) strengthen NOVACT's communicative strategy, 7) foster professional development and knowledge, 8) consolidate human resources, both material and financial, 9) reinforce the focus on gender, 10) create a social base, alliances and an institutional presence.

With this document, we finalize a process to reconvert our organization, a process which began more than two years ago. During this process, we evolved from being a Center for Social Innovation (NOVA) which had very wide objectives, into becoming NOVACT, an Institute having an International vocation dedicated to the study and promotion of Nonviolent Action.

Through this process, NOVACT began to focus its emphasis on the values and performance principles of nonviolent strategies in order to promote social transformation processes based on human rights, justice and democracy in the Euro-Mediterranean region.

Over its 18 year long history, NOVACT, like its predecessor NOVA, have created a history strongly linked to social movements which explains our compromise with peoples' collective force in order to carry out social transformation. A compromise which reinforced our international solidarity with other peoples and which drove us to be active in many campaigns in Iraq and Palestine, the revolutionary movements in Tunisia and Egypt, or in the fight to defend civil and political rights in Europe.

During these 18 years of experiences, we have matured as an organization which holds the conviction of the importance to rigorously analyze the realities where we intervene; to have an impact politically and socially on the systemic problems which we confront; while equipping ourselves with professionals compromised with nonviolence; establishing strategic alliances with networks, organizations and collectives which share our values; and innovating and proposing alternatives for a more sustainable world.

By approving this plan, we now equip ourselves with a vision of the future that we want to guide our organizational steps during the next four years, providing coherence and versatility to our strategy.

Simonetta Costanzo Pittaluga, NOVACT President

January 2018

1. WHO NOVACT IS

NOVACT is an International Institute for NonViolent Action which promotes social transformation processes based on human rights, justice and democracy in the Euro-Mediterranean region. For over 15 years dedicated to research, scope, and international cooperation, NOVACT has contributed to generating bridges among social movements, academics and institutions.

Created in 1999 under the name NOVA, Center for Social Innovation, this organization was born motivated by a group of old conscientious objectors to the Spanish military service during the Franco dictatorship who created an association in order to share their experiences in the transformation of conflicts with peoples and persons who organized against the violation of their rights. After gaining experience by carrying out solidarity campaigns and aiding civil nonviolent resistance movements, this institute changed its name in 2016 to become NOVACT, a non-profit interdisciplinary institute specialized in promoting nonviolent action. During the past decade, NOVACT has gained international recognition as an actor compromised with base movements that organize to confront violence and the violation of rights and to promote alternative focuses to resolve conflicts based on investigative action and critical thinking.

In the face of current challenges in the Euro-Mediterranean region, this Institute maintains its conviction that the existence of an organization that fosters the adoption of nonviolence to confront the challenges in this region is essential. In this current 2018-2021 Strategic Plan, NOVACT updates its vision, mission, values and strategic outlook, actualizing its intervention priorities, as well as its political proposals.

2. NOVACT'S VISION

NOVACT's vision is to contribute from the Euro-Mediterranean region to the development of societies free of injustices and violence in all their dimensions, based on human rights, equity, and a culture of peace. The promotion of nonviolent values and strategies in order to confront the challenges of our times and to contribute to the social transformation towards a peaceful and just world form the basis of our vision.

3. NOVACT'S MISSION

1. To help civil society and nonviolent social movements that work to defend human rights on both shores of the Mediterranean by means of reinforcing their action capacities, effecting greater impact by their interventions and to establish protection mechanisms for those who defend human rights.
2. To spread nonviolent principles and strategies through publications, workshops, and conferences directed at activists, members of Civil Society Organizations (CSOs), institutions, journalists and academics.
3. To develop university courses, programs and educational materials in order to foster nonviolent action.
4. To analyze the structural causes of violence and inequalities so as to generate critical knowledge, foster the adoption of innovative public policies and protect human rights.
5. To aid processes, which construct peace, mediation, maintenance of peace and the prevention of conflicts, placing special attention to reinforce the role of women in this field.
6. To have an impact so that governmental actors, local and international, work in favor of human security, and the construction of peace and democracy, in all their dimensions.
7. To innovate and develop new instrument that strengthen nonviolent strategy and deepen the democratic character in our societies.
8. To promote a feminist perspective and gender equality.
9. To promote the values of tolerance and non-discrimination due to ethnical origins, gender, sexual orientation, religion, political ideology among the societies in the Mediterranean region.

4. NOVACT VALUES AND POLITICAL IDEOLOGY

Nonviolence is the basic idea which inspires NOVACT's political thinking, being at the center of its organizational mission, in its strategy and in all those actions which sum it up. This is not limited to the negation or absence of direct violence, in any of its forms, rather it pretends to specify a project of social transformation, be it individual or collective, constructed on a radical base of democracy, on the defense of human rights and on the protection of common goods.

A Culture of Peace, economic democracy and citizen participation that leads to social innovation should widen the possibilities for action based on nonviolence on the road to social transformation and the fight for global justice. NOVACT understands Global Justice as a central element in its institutional vision and as a *sine qua non* condition for the resolution of any conflict. This vision includes all aspects of global justice, such as gender, economic or environmental justice.

For NOVACT, civil society is the motor and the protagonist of transformation in the face of political, military and economic power structures. For this reason, NOVACT promises to become a useful tool to reinforce its capabilities and knowledge, to increase its social compromise with nonviolent, democratic change in societies. In this sense, central in the permanent updating of NOVACT's political ideology and its praxis are innovative elements, debate and the search for alternatives and new ideas of thinking and action.

At the same time, NOVACT believes in the necessity to reform institutions and spaces and formal procedures in decision-making, in such a way that these are progressively more democratic and inclusive with respect to the demands society imposes.

To provide structure to this ideology, NOVACT has decided to organize itself by means of the following values:

1. To position to "be the change that we want to promote". We state that any proposal which we develop for the societies we work in should have previously been promoted inside our organization and at the personal level by NOVACT members.
2. To promote an organization guided by the participation of its team and its members when making decisions inside NOVACT. We want to be horizontal and transparent.
3. To be guided by those values based on human rights, internationalism, solidarity and feminism.
4. To enact political policies compromised by human rights but independent of political parties and institutions.
5. To only carry out actions under third party orders in order to be a useful tool in the service of social movement, CSOs, academic or political institutions that work to strengthen democracy, promote human rights and the construction of peace.
6. To construct a society free of racism, discrimination, fascism and social stigmas that pervert those values which a democratic society desires.
7. To carry out operations under tight collaboration with local civil society and based on the principles of mutual compromise, co-responsibility, participation and equality.
8. To foster a model of horizontal cooperation that does not engender new dependencies, that consolidates and reinforces procedures leading to autonomous and sustainable change.
9. To work in collaboration with local organizations that promote participation by and equal opportunity among men and women.
10. To assume the principles of coherence, transparency, fiscal accountability, complementarity, efficacy, efficiency in aid programs, as well as other standards and practices accepted by the set of organizations and agents in our environment.

5. OUR OBJECTIVES FOR 2018-2021

NOVACT sets two strategic objectives for this time frame; the first related to its mission and the second bearing an internal aspect directed to strengthening itself institutionally.

0.1 CONTRIBUTE TO CHANGES IN THE POLITICAL, ECONOMIC AND SOCIAL STRUCTURES IN THE EURO-MEDITERRANEAN REGION BY MEANS OF NONVIOLENCE, DENOUNCING UNJUST SITUATIONS AND CONSTRUCTING ALTERNATIVES.

0.2 ADAPT NOVACT TO NEW CHALLENGES AND ADVANCE NOVACT'S ECONOMIC, SOCIAL AND INSTITUTIONAL VIABILITY

To accept responsibility for its Strategic Objectives, NOVACT agrees to:

Linked to Strategic Objective 1

OE1.1 CONTROL THE PRIVATIZATION OF WAR & SECURITY (CWS)

OE1.2 PREVENT EXTREMIST VIOLENCE (PEV)

OE1.3 PROMOTE GENDER JUSTICE (GJ)

OE1.4 SUPPORT NONVIOLENT CIVIL RESISTANCE STRATEGIES (NCR)

OE1.5 BUILD DEMOCRACIES (BD)

Linked to Strategic Objective 2

OE2.1 STRENGTHEN COMMUNICATIVE STRATEGY

OE2.2 FOSTER PROFESSIONAL DEVELOPMENT AND KNOWLEDGE

OE2.3 CONSOLIDATE HUMAN RESOURCES, BOTH MATERIAL AND FINANCIAL

OE2.4 REINFORCE THE FOCUS ON GENDER

OE2.5. CREATE SOCIAL BASE, ALLIANCES AND INSTITUTIONAL PRESENCE

OE1.1 CONTROL THE PRIVATIZATION OF WAR AND SECURITY

During these past 15 years, States have intensified the process by which wars and security measures are privatized, delegating their management to a multitude of Private Military and Security Firms (PMSCs). State obligations and guarantees are intentionally blurred, with the objective to avoid public scrutiny. This absence of legal guarantees and null control over Private Military and Security Firms causes negative impacts among the civil population which lead to grave violations of human rights, obstacles to the construction of peace and consequently maintaining a culture of war.

At the same time, we confirm that activities such as the control and exploitation of natural resources generate collusions among States and businesses, reinforcing vulnerability and poverty in the affected populations and strengthening economic practices which prove to be environmentally, economically and socially non-sustainable. In order to ensure the entire natural resource supply chain, from mining to transport to factories and subsequent conversion into manufactured products, the services of private security firms are necessary. Therefore, PMSCs develop into a new capitalist means to safeguard their structure and dynamics.

NOVACT focuses on the system which encourages and permits privatizing conflicts in the Mediterranean region and on the human rights impact that this phenomenon generates. Consequently, NOVACT will research military occupation and armed conflicts, migration and border control, repression of civil society, control over natural resources, and adopting homeland security policies.

NOVACT will develop different activities for each case and depend on support from its network of partners in the Mediterranean. NOVACT will prioritize monitoring industries in the military and security fields that have direct impacts in NOVACT's priority geographic zones.

Our strategic focus calls to foster sensibility, social awareness and impacts toward the creation of national and international mechanisms and regulations over PMSCs, as well as other actions that enable the prevention of human rights violations.

At the same time, NOVACT will support civil society in areas affected by PMSC activities, especially by backing legal actions that favor: 1) ending the impunity PMSCs and other transnational companies have; and 2) helping victims recover, becoming the spokesperson for the claims the population which suffer these activities have. To develop this focus, NOVACT will strengthen data gathering, analysis and systemization of human rights violation cases committed by PMSCs by means of collaboration with its sister organizations, and for their additional value, collaborating with investigative bodies worldwide, prioritizing the Shock Monitor - Observing Private War Impact on Human Rights.

Rigorous research with factual data will permit NOVACT to develop actions to denounce cases and trends of human rights violations before national and international institutions.

NOVACT will collaborate, as a secondary measure, with the Observatory for Human Rights and Businesses in the Mediterranean Region (ODHE, in its Spanish acronym) to create a format to interchange information and to develop combined actions that have political-social impacts on transnational companies, particularly in the military and security fields.

Table 1: Foreseen results and Activities to Control the Privatization of War and Security

FORSEEN RESULTS	FORESEEN ACTIVITIES
<p>Monitor the process to privatize war as an obstacle towards procedures to construct peace and consolidate human security.</p>	<ul style="list-style-type: none"> · Map the presence of PMSCs · Register, systematize, and analyze the development of the PMSC industry and its impact on human rights, as done by Shock Monitor, with special emphasis on operational contexts regarding migrations and border controls, natural resource mining, repression of social movements, international occupation and conflicts, homeland security · Create a platform comprised by researchers, research centers and observatories coordinated with Shock Monitor Academics & Civil Society, ODHE · Identify link between PMSCs and other transnational companies, in coordination with ODHE · Carry out research and produce publications on PMSCs inside the country
<p>Increased critical awareness and consciousness on the process to privatize war and security and their alliances with global corporative power.</p>	<ul style="list-style-type: none"> · Develop publicity campaigns to raise awareness and to denounce the process to privatize war and security, their impact on human rights, and their alliances with global corporative power · Influence the press and mass media so that they inform the public about the role PMSCs perform. · Generate discussions and alternatives in order to construct new security concepts which serve the people based on human security
<p>Promote local, national and international legal frameworks to regulate PMSCs and other linked transnational companies</p>	<ul style="list-style-type: none"> · Push for the creation of a national and international legal framework to limit the process to privatize war and security, and to regulate PMSC operations in connection to human rights · Participate and contribute in the campaign to 'Dismantle Corporative Power' for the creation of an International Treaty to regulate transnational companies in connection to human rights at the international level · Support the campaign '99.3% Responsible' in order to improve procedures for public recruitment based on respect for human rights
<p>Ensure Access to legal authorities and effective compensation to victims of actions by PMSCs and other transnational companies</p>	<ul style="list-style-type: none"> · Support campaigns, social movements, collectives and human rights defenders that oppose privatization of war and security and their alliances with global corporative power · Contribute to a Permanent Peoples' Tribunal against human rights violations on migrants and refugees, identifying those responsible for the causes in their origins, the businesses which privatize war and security, and those efforts to create fortress Europe. · Call for the creation of international and national mechanisms to receive, follow up and denounce human rights violations, providing access to justice and compensation for victims .

OE1.2 PREVENT EXTREMIST VIOLENCE

Extremist violence is a threat against civil society values committed to maintenance of positive peace, promotion of real democracies, human security, sustainable development and protection of human rights. Extremist violence and the movements that encourage it to strangle our social values in the entire Euro-Mediterranean region, cynically distorting religious beliefs, ethnic differences and political ideologies in order to gain political power and act against human rights and fundamental liberties. Fanatical movements that propagate racist, sexist, islamophobia, ultra-religious, ultra-national and far right ideologies gain strength and institutional representation.

In front of the magnitude and complexity of this problem, in recent decades, regional governments have tried to deal with this problem by measures to fight against terrorism based on a security focus. That strategy, based on extensive use of military power and the adoption of a legal repressive arsenal, not only has proven to be highly ineffective, but also responsible for dramatic human rights violations and for increasing world human suffering in our world. Anxiety to respond has fostered exaggerated reactions in terms of internal security, restricting our fundamental liberties and civil-political rights. Strategies of massive vigilance and a general state of emergency set a perimeter around our democratic, plural values.

NOVACT and its collaborating networks hope to contribute a new paradigm based on a strategy to prevent all forms of violent extremism. This new more comprehensive paradigm wants to center on systematic and preventive strategies, dealing directly with the causes and motivations that generate violent extremism. Under this vision, the role civil society plays is central, and should be supported, protected and empowered in order to make a constructive contribution which counteracts violent extremism. Civil society is the key actor having the legitimacy, capillarity and capacities to foster endurance and motivation in communities to confront extremist violence.

To promote this strategy, NOVACT encourages the establishment of the Observatory to Prevent Extremist Violence (OPEV), centered on encouraging the Euro-Mediterranean civil society's Action Plan to Prevent Extremist Violence and the adoption of national plans which foster multi-actor spaces, among civil society and institutions that define local priorities.

Key to encouraging this strategy will be the mapping of actors and the monitoring of their evolution, in each aspect, conscience of their specialty and variability. Another key to this strategy is the promotion of social innovation strategies such as big data monitoring of social networks to detect mechanisms and trends in the construction of hate speech. In the opposite sense, vigilance on networks which civil society undergoes will be an object under monitoring and prevention. In any case, actors will also carry out wide analyses on direct, cultural and structural violence.

NOVACT plans to recuperate all forms of popular nonviolent mobilizations and work using language suitable to the fields of culture and art to generate alternative narratives to violence.

Table 2: Foreseen Result and Activities to Prevent Extremist Violence

FORSEEN RESULTS	FORESEEN ACTIVITIES
Monitoring the vectors and impact of ALL forms of violent extremism	<ul style="list-style-type: none"> · Carry out mapping of social and institutional actors active in the fields to prevent all forms of violent extremism · Investigate vectors, motivations, and social help levels for violent extremism. · Make online analysis with Big Data focusing on motivations, vectors and context of violent radicalization.
Reinforcement of education and local endurance	<ul style="list-style-type: none"> · Produce manuals and training guides for instructors in prevention of violent extremism. · Launch a network of instructors in the Prevention of all forms of violent extremism in several languages · Launch an official master’s program in Prevention of all forms of violent extremism · Carry out educational activities using artistic tools in schools, civic centers and community centers.
Reinforce the responsibility to protect victims	<ul style="list-style-type: none"> · Promote action plans which protect and defend Defenders of Human Rights · Expose the main human rights violations committed by violent extremism organizations
Ensure Human Rights are protected in anti-terrorist laws.	<ul style="list-style-type: none"> · Promote actions which denounce and have political impact on Human Rights and anti-terrorist legislation. · Prevent radicalization in prisons by ensuring standards of Human Rights in prisoner treatment
Promote gender justice and expose gender specifics	<ul style="list-style-type: none"> · Promote the Woman, Peace and Security Agenda in action plans to prevent violent extremism. · Ensure to include the gender viewpoint in the definition of all action plans related to the prevention of all forms of violent extremism.
Reinforce the role of youth as change actors	<ul style="list-style-type: none"> · Foster action plans and nonviolent campaigns for social mobilization specifically designed for youths · Combat discrimination in all its forms in the educational and labor environments.
Protect democratic values and the CSOs space	<ul style="list-style-type: none"> · Encourage parallel reports to United Nations committee. · Foster projects on the web dealing with victims of authoritarian practices whose purpose is to limit space for independent civil society.
Generate alternative narratives on social networks and in the media.	<ul style="list-style-type: none"> · Help and encourage nonviolent campaigns for social change which confront social injustice · Perform media campaigns to divulge the values of nonviolent action.
Promote the adoption of National Action Plans which prevent all forms of violent extremism.	<ul style="list-style-type: none"> · Foster multi-actor spaces to debate national, regional and local action plans. · Monitor the local, regional and national efforts directed to adopt National Action Plans

OE1.3 PROMOTE GENDER JUSTICE

NOVACT aspires to be a feminist organization, identifying gender justice as a key element in its vision, mission and values that NOVACT wants to concrete in this Strategic Plan. This vision should constitute a transversal axis in all strategical lines and be present in the actual operation and vision of this institution, setting up in parallel to specific actions.

Gender justice is decisive in the construction of peace or in the prevention of violent extremism, inside the leading role that NOVACT wants to give to civil society. Constructing gender equality from the recognition and value placed in this role, often invisible, forms part of the know-how and added value for which this organization should support and where it should prioritize its actions, leaving to other organizations alternate lines through which to empower women.

To achieve this, NOVACT desires to foster political participation by women, lesbians and transgenders, and to show how human rights violations affect them specifically, as well as gender intersectionality in the context of jobs, armed conflict, repression, etc. The hidden role of women in the context of resistance movements, active mechanisms to defend and protect LGBTI collectives and/or to foster new masculinities, among other actions, needs be taken into consideration and valued.

NOVACT is aware of the difficulties of the contexts and issues in which NOVACT works, as well as the varying degree of acceptance of the feminist focus and patriarchy questioner among its organized members. However, NOVACT does not refuse to advance and facilitate, either at an internal level or on the networks it is active on, that this feminist vision is slowly being adopted, in a complex learning process with specific peculiarities for each situation.

The transversal character of this feminist focus will, from now on, oblige NOVACT to evaluate its set of actions from this perspective, weighing its entire cycle of projects. NOVACT will budget funds for actions which specifically contribute to empower women, the fight against homophobia and transgender phobia or the creation of new masculinities in the framework of initiatives that deal with other strategic lines besides Gender Justice.

Furthermore, NOVACT will begin to map and monitor among the current opposing parties the acceptance of this feminist vision, opting in the means possible not to collaborate with new organizations that do not share said vision and refusing to collaborate with those organizations that decidedly opposed to this vision.

NOVACT also promises to foster the presence of women in conferences and debates by means of its organization and participation in these events. Additionally, NOVACT will encourage, always as is possible and in accordance with each specific context, the presence of experts having different sexual orientation, or ethnic diversity, among other factors.

Table 3: Foreseen Results and Activities to Promote Gender Justice

FORSEEN RESULTS	FORESEEN ACTIVITIES
<p>Encourage the political participation by women in the reinforcement of a State of Law and democracy, as well as procedures for mediation, construction of peace, and prevention of violent extremism</p>	<ul style="list-style-type: none"> · Reinforce member organizations to promote measures and/or gender equality policies at an internal level, both in social and institutional forums. · Support local social impact campaigns to Foster the adoption of gender equality measures in decision-making forums and policy design. Give aid to fulfilling gender diagnosis to measure gender inequalities in decision-making procedures. · Help social awareness campaigns directed to combat hetero patriarchal culture and gender stereotypes. Encourage the adoption of good practice guides focused on women’s political participation. · Encourage social innovation in the field of citizen participation in order to identify and start up new methodologies that lead to an improvement in gender equality in this field. · Promote adoption of human rights defenders defense mechanisms, understanding the vulnerabilities linked to gender intersectionalities to which human rights defenders are exposed. · Accompany and encourage the adoption of National Action Plans in the fields of the Women, Peace and Security Agenda. · Develop manuals and local training guides for instructors to encourage knowledge of the Women, Peace and Security Agenda. · Give aid to feminist organizations that operate in conflict or occupation zones to integrate the viewpoint of Prevention of Violent Extremism and the construction of peace in their action plans.
<p>Foster a legislative, cultural and social environment favorable to full incorporation of the LGBTI collective as subject to rights in society</p>	<ul style="list-style-type: none"> · Help social movements and local organizations in civil society that promote the defense, protection and active exercise of rights by persons discriminated against due to their sexual orientation and/or gender identity. · Encourage the interchange of North/South and South/South good practices in terms of organizing campaigns, constructing social movements and legislative advances, with special attention to advance in decriminalization and penal code reform. · Reinforce social movements’ resources, knowledge and capacities to defend LGBTI rights to document and analyze human rights and fundamental liberties violations related to legal, social and cultural discrimination suffered by the LGBTI collective. · Reinforce social organizations’ resources, knowledge and capacities to offer access to Justice to victims of discrimination due to their sexual orientation or gender identity. · Reinforce social organizations’ resources, knowledge and capacities to offer psycho-social help to victims of discrimination due to their sexual orientation or gender identity.

OE1.4 SUPPORT NONVIOLENCE CIVIL RESISTANCE STRATEGIES

Organized civil society is a key actor in conflicts that arise under contexts of individual and collective oppression. Its role often is little recognized or directly repressed and criminalized, when civil society does not obey the rationality imposed by States. NOVACT considers that it should support civil society's role as an active element in the prevention of conflicts, in the construction of peace and in defense of human rights, strengthening the connection that exists with humanitarian action and development.

The objective is to, in practice, construct the right to protest and mobilize, and consequently the entire set of civil and political rights, above all in the context of long-term conflicts, but also in those scenarios where these actors feel threatened by processes of democratic regression, persecution and criminalization of social movements.

Civil resistance is mainly based on the protection and on the creation of supportive networks, as well as the empowerment of civil society. In this sense, NOVACT is committed to encourage methodologies consisting in the deployment of legal and psychosocial supportive networks, to develop strategic legal cases, carry out campaigns that have social and political impact, and create training programs which protect and mobilize. In order to encourage this strategy, one key is to develop response and early warning strategies that offer tools to promote and defend Civil and Political Rights.

NOVACT will give accompanying support to define social movements' strategy, as well as drafting shadow reports and to activate the current means to make denouncements, encouraging those having political impact. NOVACT will also promote tasks leading to social cohesion, by means of mediation and tightly linked to actions destined to prevent violent extremism.

Regarding civil and political rights, overall NOVACT will work to guarantee freedom of expression, providing coverage to independent media, plus supporting research, in order to learn the specific role in civil resistance played by youth and other agents in society where NOVACT works.

Table 4: Foreseen Results and Activities to Support Nonviolent Resistance Strategies

FORSEEN RESULTS	FORESEEN ACTIVITIES
<p>Support those actors that promote nonviolent strategies and social transformation campaigns</p>	<ul style="list-style-type: none"> · Reinforce the capacities and resources in CSOs and local social movements that promote nonviolent transformation strategies for conflicts in order to increase their impact and contribute to strengthening their social and community help. · Produce knowledge about nonviolence as strategy to transform society and empower collectives. · Accompany and encourage social transformation nonviolent campaigns that NOVACT supports on networks in conjunction with other actors. · Produce manuals and local training guides to Foster a network of local training guides who are capable of replicating training sessions. · Systemize good practices for local nonviolent movements and campaigns.
<p>Offer help and protection to Human Rights Defenders</p>	<ul style="list-style-type: none"> · Establish early warning systems that monitor human rights violations, such as repression, arrests, disappearances and homicides, which HRDs suffer. · Establish early response systems that offer legal, and psychosocial protection along with safe shelters to Human Rights Defenders · Carry out actions that create an impact on local and national authorities as well as international community representatives stationed in the country in order to promote the implementation of Human Rights Defenders Guidelines. · Accompany detained or arrested Human Rights Defenders during their entire legal procedures, being present in court sessions and trials which judge them. · Foster a caring environment for the Human Rights Defenders social milieu. · Encourage the start of mechanisms that defend female Human Rights Defenders, centered on providing aid to female and LGBTI collective members Human Rights Defenders who are harassed for their activism.

OE1.5 BUILD DEMOCRACIES

NOVACT believes it is fundamental to reinforce those spaces and mechanisms which foster dialogue and participation in institutions that reinforce democracy and improve its quality, always from an innovative and nonviolent perspective on which its political discourse and practice are constructed. In particular, NOVACT centers its strategy on two axes: economic democracy and political democracy.

Economic democracy tasks deal with identifying Economic Justice as one of the fundamental pillars of Global Justice. The economy is a central aspect that determines the set of social relationships and conflicts: it is impossible to deepen democracy without advancing toward equity among peoples and persons.

In this sense, it becomes necessary to change economic relationships and its final objective, in such a way that the economy focuses on the common good and places persons in the center. We should encourage procedures through which society is the actor that controls the economy by means of participation, constructing economic sovereignty.

Furthermore, advancements must be made in aspects such as transparency and the elimination of corruption, keys in order to consolidate democratic processes in the Euro-Mediterranean region.

On the other hand, it becomes necessary for the governing systems in this region to adopt democratic standards progressively, constructing the institutions necessary to ensure citizen participation and to enact more laws and public policies directed at the common good.

Along this line of economical democracy, NOVACT will work with alternative or complementary monetary systems with the objective to favor a cooperative economy, one that is social and solidarity, an economy for the common good, based on proximity, having experience in channeling social public expenses, and analyzing its impact on the well-being of its recipients. These monetary systems can have multiple applications to foster productive model change in cities and in relationships to persons, transcending dynamics based on scarcity or resource centralization, towards a socially inclusive and environmentally sustainable system, that introduces a rationality orientated to the common good and a transparent dynamic for the management of socio-economic public policies.

Regarding political democracy, NOVACT encourages participative and deliberate methodologies adapted to those scenarios where deployed, viewed as the preferred tool, par excellence. NOVACT will get involved with projects that facilitate governance and that generate structures that favor citizen participation, as an element to enact public policies that are more just. Specifically, NOVACT will work on processes to remunicipalize and decentralize municipal administrations, urban planning, and local, regional and national strategic plans which promote participation, etc.

Work with communication media will also prove to be important, constructing new narratives favorable to democratic openness, both economic as political, by means of awareness campaigns and by monitoring the aforementioned media

Table 5: Foreseen Results and Activities Build Democracies

FORSEEN RESULTS	FORESEEN ACTIVITIES
Promote economic democracy	<ul style="list-style-type: none"> · Carry out research and policy proposals aimed at encouraging and developing alternatives to the current economic system. · Encourage and evaluate experiences to construct alternative monetary and financial systems, such as social currency, mutual credit, guaranteed systems and peer-to-peer reputation. · Offer training sessions to local actors regarding good practices aimed at encouraging alternatives to the current economic system. · Encourage including clauses that respect human rights in the purchase, tendering, and contracting of public works projects.
Foster political democracy	<ul style="list-style-type: none"> · Offer aid to institutions and organizations to promote participative design of public policies and to encourage deliberative democracy. · Protect and foster freedom of speech, freedom of assembly and freedom of the press. · Protect and foster independent civil society spaces and denounce limitations on civil and political rights. · Promote institutional transparency and anti-corruption campaigns · Foster the social use of the “Delibera method” (accessible at www.deliberaweb.info) to lead to a deliberative improvement in participative processes and spaces in the Euro-Mediterranean region · Promote parallel reports, or shadow reports, to United Nations committees.

OE2.1 STRENGTHEN NOVACT COMMUNICATIVE STRATEGY

One priority is to reinforce the communicative strategy and visibility for NOVACT as part of its political impact work. Furthermore, NOVACT needs to increase its social base and become capable to provide detailed and strategic explanations for all NOVACT actions which NOVACT develops.

Although the decentralization of communication in recent times has enabled a quantitative impact on social network followers, it is necessary to communicate in a clearer and more precise manner those tasks NOVACT carries out and our own particular expertise in comparison with other organizations.

NOVACT's communication should help in the coordination, focusing and coherence for actions as well as political discourse *based on our vision and values*. This communication approach ought to contribute to definitely associate NOVACT's name with political impact regarding civil and political rights, and to accompany social movements. Identifying and positioning itself publically in mass media in connection to NOVACT's work spheres will be a priority.

Furthermore, public communication accompanies NOVACT's global action to construct alternative narrative to hate speech and to dismantle racist, chauvinistic, islamophobia and excluding stereotypes.

Likewise, it is necessary to consolidate a network of organizations and collectives prepared to launch projects, campaigns, and actions in coordination with NOVACT related to defend civil and political rights, offering their capacity in this sphere. NOVACT plans to project its name, in the framework of these networks, whenever there is no conflict with other collective communication strategies, nor with the security nor continuity of work in set territories, always a priority premise for communicative objectives.

As a cross-sectional area in our organization, the Communication and Campaign unit should aid and serve as a tool for the set of strategic action lines that are developed in any place in the world. This unit will be vigilant to guarantee those quality standards and maintenance of formats and content established, both our organization's overall guidelines and those relative to specific lines of action. Furthermore, this unit will define the strategy for utilization of messages, channels, audiences focused on, public targets, timing and other relevant parameters in order to achieve the maximum communicative impact.

NOVACT places emphasis on communication from a gender perspective, in both internal and external communication, employing non-sexist language and creating inclusive content.

To these ends, NOVACT will coordinate all its networks and all members of its team, to harmonize its work in this field and to serve as interconnection amongst them, in order to ensure maximum knowledge among spheres and strategies. The collaborative work spheres and protocols thus created will permit *team members* to know and interchange information related to political meetings, research, etc., thereby strengthening impact and creating truly common alliances or strategies.

NOVACT will manage a unified database inside our organization, that will have political and press contacts, as well as a list of parties interested in our work, plus members and supporters, in hopes they will become agreeable to participate in actions.

OE2.2 FOSTER PROFESSIONAL DEVELOPMENT AND KNOWLEDGE

During its strategic plan, NOVACT proposes to reinforce the institutional character of the organization, emphasizing its know-how and the long experiences it has had over the years, its presence and activity in very complex contexts and in those few organizations NOVACT has been capable to be part of.

In the means possible, NOVACT will commence to enable measures to ease the production of knowledge and systemize working methodologies in the field to facilitate nonviolence and social transformation processes aimed at active, or potentially active, citizens, activists, social movements, organizations and other agents. Likewise, NOVACT will consolidate services for professional development, both those links to our own programs and projects as those which third parties can offer in the role of external services. A large number of businesses and entities which offer products and services exist; therefore defining aptly their additional value becomes important.

Even so, professional development is one of the products that best functions in our organization and that permits NOVACT to reply to the demands to construct capacities and support for nonviolent movements. NOVACT identifies several of our own, or foreign, professional development lines we can offer or teach, reinforcing a gender perspective in each: 1) security and human rights, 2) participation and democracy, 3) nonviolence and change, 4) leadership and group dynamics.

It is important to continue capitalizing on the impact of the professional development sessions carried out with collectives and in campaigns, as well as to create a network of trainers and facilitators and nonviolent community organizers.

In parallel, at an internal level, NOVACT should continue to ensure the professional development of its staff, and those spaces in which this development occurs. Firstly, NOVACT ought to ensure staff has a transversal knowledge of the work lines in our Strategic Plan and that there is a horizontal interchange of knowledge and experiences. NOVACT needs to foresee this not only for current staff members but also for any who join staff, in any of our offices, who should receive specific professional training to contextualize and learn NOVACT's experiences.

This professional development will also include teaching technical protocols and how these function, specifically those directed at improving security in digital environments, given the risks involved in the tasks NOVACT deals with.

Lastly, NOVACT will enable the means by which its technical team can have access to outside professional development, complementary to that offered internally by NOVACT.

OE2.3 CONSOLIDATE HUMAN RESOURCES, BOTH MATERIAL AND FINANCIAL

In order to achieve its objectives and consolidate itself institutionally, NOVACT needs to reach a budgetary level in the neighborhood of 2 million euros annually, on average, or 8 to 9 million euros over the next four years. This level would permit NOVACT to achieve a certain economy of scale and sufficient stability for its internal structure, plus adjusting current workload to available human resources.

To ensure coherence with its political goals, NOVACT will develop an ethical financial code, applicable to both private and public funds.

Large dependency on public projects restricts NOVACT and does not allow it to have more political thinking space nor flexibility to respond to opportunities and social emergencies. Dependence on public financing provokes a constantly tense environment in order to ensure human resources. In this sense, NOVACT will offer external consulting services, through "Delibera", and will increase its budgetary payments from members.

Regarding material resources, NOVACT to have for its use during this current Strategical Plan a new central locale in Barcelona, adaptable to our 'non-centric' work needs and economically viable.

Human resources necessary to execute the various work lines, relative to the first of our strategic goals, will be adapted to the amount of work we undertake at all times and depend directly on the financing available for each project. Our forecasts, in this sense, are described in each of the geographic sections.

This section makes reference to resources befitting our internal structure, fixed and independent from the volume of projected carried out, corresponding to the direction unit/coordinator and the transversal areas. This deals with an optimum scenario, one that will be completed in function of the resources available.

In regard to communication, NOVACT will require someone responsible for this sector; furthermore, this department head will be able to count on a bank of voluntary designers who are agreeable to work with NOVACT. The optimal scenario in order to develop all our professional development needs would be to rely on two half-time staff members, who could alternate among the different activities NOVACT has. In order to develop external consultancies aimed at participation and facilitation, it would be convenient to rely on two additional persons.

To increase our administration team by one person with an expert profile in Project management who could improve the cycle process for projects in the whole NOVACT organization, as well as diversifying funding, from private funds.

Direction/Coordination. Free the codirectors from Project management in order to lead organizational strategy, to be present in decision-making circles, publish, work in transversal departments and facilitate information flow and cooperation among different departments.

OE2.4. REINFORCE THE FOCUS ON GENDER IN OUR ORGANIZATION

As mentioned in previous sections, NOVACT wants to advance in its transformation process towards a full feminist entity. To this end, NOVACT has identified a line of work for gender justice and has reinforced this focus in its mission.

At an internal level, NOVACT further identifies other needs to cover during this period. On the one hand, improve its hiring policy and personnel selection, granting greater importance to gender equality criteria and ensuring equitable access to emblematic positions.

On the other hand, ensure a policy of reconciliation between family and work life for NOVACT staff, while maintaining internal care sessions. Update NOVACT's protocol on attention to, prevention of, detection of and care for victims of sexual harassment or for sexual orientation.

Reinforce our Gender Work Group and its importance in NOVACT's organization. We also want to strengthen NOVACT's role among the networks of feminist organizations in the Mediterranean, particularly the "Unitary Platform against gender violence" to which NOVACT belongs.

Finally, NOVACT wants to adopt a feminist and ethical approach for organizational cures. On the one hand, NOVACT, aware of the gender inequalities that exist in our organization, encourages strategies to change NOVACT into a fully horizontal and equitable organization by means of an equality plan that reinforces women's roles and encourages other leadership roles for women in our entity. On the other hand, NOVACT wants to center on staff personnel's lives and bear these in mind, taking care of us all. We also promise to continue giving value to monthly therapeutic sessions and to continue monitoring gender in our internal team meetings.

OE2.5 CREATE A SOCIAL BASE, ALLIANCES AND AN INSTITUTIONAL PRESENCE

NOVACT continues to define itself as a Mediterranean organization having an international impact and vocation. This does not present any obstacle to enhance its social base, by means of associates, supporters and collaborators, during this period, with the goal to increase its scope and economic sustainability.

NOVACT should define this strategy, with emphasis on external communication regarding its activities and its political impact that begins in Catalonia and spreads to the rest of the Spanish State, being limited by this area for the moment.

Regarding NOVACT's alliances, mention has already been made in NOVACT's mission about the help rendered and work carried out by the network of social movements, organizations and collectives in all the fields where NOVACT is active. NOVACT will become a link for different social actors, especially among universities, social movements and civil society organizations.

NOVACT will have active participation in networks, coordinators and platforms, which align themselves with NOVACT's mission, principles and values.

NOVACT plans to collaborate with universities and research centers, think tanks, etc.

NOVACT plans to have a more active role in Madrid during this timeframe and greater interaction with the central administration, political parties, and Congress of Deputies, in accordance with its desire to exercise greater influence in those decision-making and political forums related to NOVACT work lines. In the same manner, NOVACT views one priority to be to obtain Consultative Status with the United Nations and to rely on having a growing presence in Geneva and Brussels with the UN and the European Union.

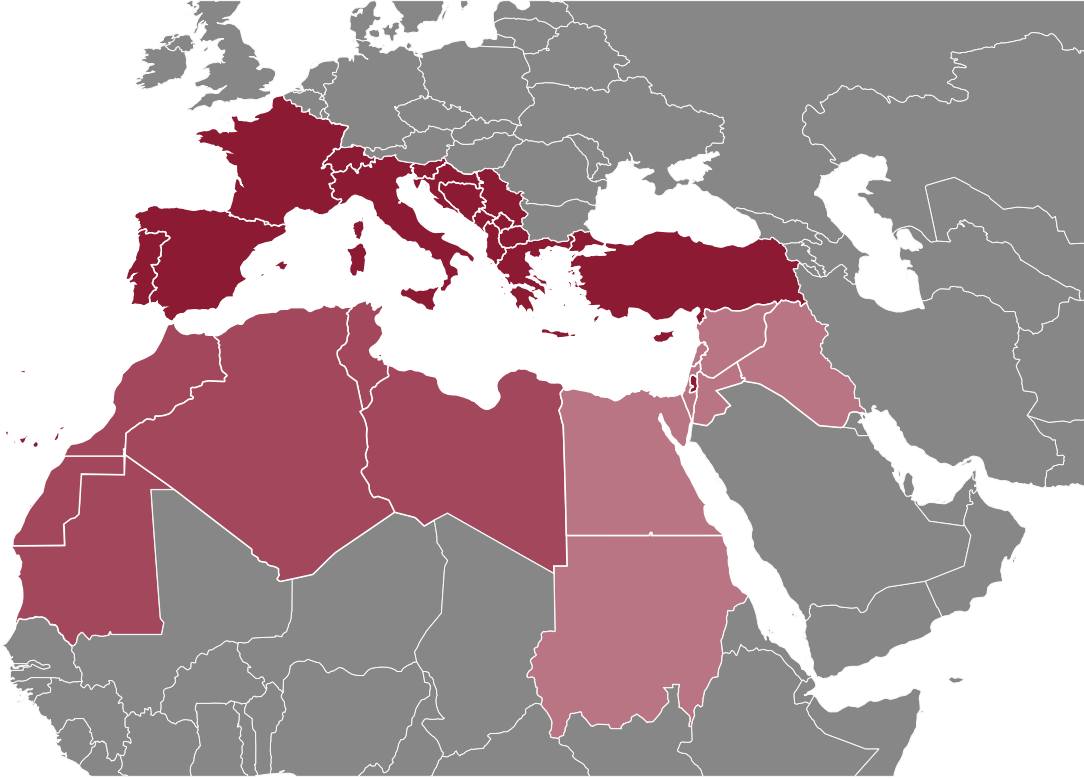
Table 6: NOVACT’s Internal Action Plan

FORSEEN RESULTS	FORESEEN ACTIVITIES
<p>Reinforcing the capacities for NOVACT team to take on this Strategic Plan’s objectives</p>	<ul style="list-style-type: none"> · Carry out professional development in order to improve knowledge regarding software tools and digital security and to provide the NOVACT team with the means necessary to improve its security in digital environments. · Reinforce its internal workshops, to become an internal professional development space for the organization where staff can share experiences and lessons learned. · Organize specific training sessions focusing on each one of the strategic lines; plan out five sessions. · Set into practice the design of internal protocols and organize professional development for the NOVACT team to ensure staff follow these protocols. Pay special attention to comply with the Administration Handbook in all NOVACT offices and expatriate team. · Systemize a professional develop program for personnel who incorporate into the NOVACT team, especially in third country offices. Promote continuous professional development, particularly for internal protocols. · Create mechanisms and offer tools to the NOVACT team so they can access external professional development. Spread information from the ‘tripartite foundation’ and do what is possible to have funds available to the NOVACT team to employ for their professional development. Maintain the policy that provides 60 paid hours annually dedicated to internal professional development.
<p>Reinforce NOVACT communication and events</p>	<ul style="list-style-type: none"> · Implement the NOVACT Communication Plan · Create a new web that is coherent with the Objectives and Values included in this Strategic Plan. · Succeed in making NOVACT become a guide for the media on issues related to this Strategic Plan’s priorities. · Ensure that NOVACT has reports on its activities available. · Reinforce NOVACT’s corporative communication to ensure the spread of information to the general public regarding those projects NOVACT implements and the services NOVACT offers. · Promote advocacy efforts, fostering the design of new policies, with priority placed on the Catalanian Parliament, Spanish Congress of Deputies, and the European Parliament. · Ensure both internal and external communication incorporates a gender perspective.
<p>Reinforce participation in networks and institutional forums</p>	<ul style="list-style-type: none"> · Obtain Consultative Status with the United Nations · Create a new NOVACT unit in charge of NOVACT communication and events that is responsible to identify forums and ensure coherent participation. · Carry out a study on participatory networks and prioritize the most important ones. Collectively prioritize those networks and campaigns in which NOVACT participates. · Ensure NOVACT is present in those institutional forums which deal with issues that affect NOVACT’s specific goals.

FORSEEN RESULTS	FORESEEN ACTIVITIES
<p>Improve the procedures to make an efficient administration which is at the service of all projects</p>	<ul style="list-style-type: none"> · Ensure the entire team has access to the Matrix information and is a useful tool for project management. · Generate tools to serve as a greater control over expenses by counterparts and integrate these in Matrix (financial management tool). · Ensure compliance with the Administration Handbook and that this handbook becomes the central protocol to carry out all procedures. · Ensure that information be organized according to protocols and internal agreements in Office 365 · Ensure NOVACT is properly registered in all the countries and autonomous communities where NOVACT has decided to implement its projects. Ensure the administrative team and the technicians responsible to contact local authorities supply the administrative team with all the information related to administrative and fiscal obligations in those countries and regions where NOVACT is registered. · Improve and adapt accounting procedure and those of the General Accounting Plan. · Keep all NOVACT official registers updated. These include PADOR, PIC, etc... · Perform Annual Operative Plans, including an annual budget at the start of each year, planning, and prioritizing calls. · Perform annual security protocols and risk analysis for each office and place where NOVACT has an expatriate team deployed. · Design and implement a system to control hours in accordance with the standards required by auditors and financial backers. · Ensure that all the projects NOVACT performs have updated references available in all work languages. These references should be contained inside the 'Matrix universe'
<p>Diversify NOVACT funds</p>	<ul style="list-style-type: none"> · Increase funds from private foundations. · Develop and approve a financing code of ethics · Offer consulting services · Reinforce the participation by NOVACT partners and their contributions to NOVACT's budget
<p>Reinforce the gender focus in the organization</p>	<ul style="list-style-type: none"> · Consensuate an official set of principles that characterize our hiring and personnel selection policy based on gender equality. · Ensure that the NOVACT team can reconcile their family and work lives. · Advance towards ensuring that women occupy 50% of NOVACT emblematic positions. · Maintain internal concerns sessions. · Update NOVACT's protocol on attention to, prevention of, detection of and care for victims of sexual harassment or for sexual orientation · Reinforce the Gender Work Group and its importance in the NOVACT organizational chart.
<p>Reinforce the internal organization, social base and representativity at NOVACT</p>	<ul style="list-style-type: none"> · Carry out an internal participatory process at NOVACT aimed at approving a new organizational chart coherent with this Strategic Plan · Consolidate internal participatory processes in order to update salary scales at NOVACT, carrying out all efforts necessary to improve NOVACT team's salary conditions. · Strengthen NOVACT internal dynamics in order to amplify its Social Base and ensure its contribution to the attainment of this Strategic Plan

6. GEOGRAPHICAL ORIENTATION AND PRIORITIZATION FOR THIS STRATEGY

NOVACT will focus its work in the Euro-Mediterranean region, specifically in the Maghreb, Mashreq and European regions, deepening its knowledge, strategic alliances and new operational zones.



7. MAGHREB

After the revolutionary processes in 2011, the political context in the Maghreb is not homogenous, but one can note, overall, a regression in support for a state of law and for regional integration. For this new timeframe, Tunisia becomes the epicenter of our work in the region. Our Tunisian regional office will develop its strategic operating lines with special attention to the Prevention of Violent Extremism and the promotion of new democracies in order to improve citizen participation in the formulation of public policies directed at responding to the needs of the population. NOVACT maintains an operating line in Morocco to strengthen the capacities of civil society and improve protection for human rights defenders.

We will advance our work in Libya to contribute to processes to construct peace and social cohesion after a war that has socially fractured the country. In this reconstruction process, we will pay special attention to the impact of the military and security industry on human rights. In secondary terms, we will start exploratory tasks to research transnational companies' activities in Algeria and Mauritania. In both these countries, we will also perform a survey to help civil and political rights for civil society actors.

Finally, we will strengthen our role in the unresolved conflict of Western Sahara, helping the nonviolent organizations and movements in the Territories Occupied by Morocco and in the Tindouf Refugee Camps in Algeria.

Table 7: Objectives, Results and Activities in the Maghreb

SPECIFIC OBJECTIVES	FOSREEN RESULTS	ACTIVITIES	Mauritania	Western Sahara	Morocco	Algeria	Tunisia	Libya
Control the privatization of war and security	Monitor the process that privatizes war as an obstacle to the processes of constructing peace and consolidating human security	Map the presence of PMSCs		2	3	-	-	1°
		Register, systemize and analyze the development of the PMSC industry and its impact on human rights [consult Shock Monitor] with special attention to the context of migratory operations and border control; natural resource mining, repression of social movements, occupation and international conflicts, homeland security	3		2			1°
		Create a platform for researchers, research centers and observatories linked to Shock Monitor. (These include Shock Monitor Academics & Civil Society, ODHE)		2				1°
		Identify the links PMSCs have with other transnational companies [such as ODHE]		3	2			1°
		Perform research and submit reports about PMSCs in these countries		2°	3			1°
	Increase sensibility and critical awareness regarding the process to privatize war and security and their alliances with global corporative power	Develop media campaigns to raise awareness and denounce the process to privatize war and security, its impact on human rights and its alliances with global corporative power						
		Influence the press and media to report on the role played by PMSCs						1°
		Generate discourse and alternatives for the construction new security concepts at the service of the people and based on human security						1°
	Promote the creation of local, national and international legal frameworks that regulate PMSCs and other linked transnational companies	Encourage the creation of a national, and international legal framework to limit process to privatize war and security, and to regulate PMSC operations in accordance to human rights			2			2°
		Participate and contribute to the campaign to 'Dismantle Corporative Power' for the creation of an International Treaty to regulate transnational companies in accordance to human rights at an international level.						
		Encourage the '99.3% Responsible' campaign to improve public contracting based on respect for human rights						
	Ensure Access to justice and effective compensation for victims of actions by PMSCs and other linked transnational companies	Support campaigns, social movements, collectives, human rights defenders that oppose the process to privatize war and security and its alliances with global corporative power						1°

SPECIFIC OBJECTIVES	FOSREEN RESULTS	ACTIVITIES	Mauritania	Western Sahara	Morocco	Algeria	Tunisia	Libya
Control the privatization of war and security	Ensure Access to justice and effective compensation for victims of actions by PMSCs and other linked transnational companies	Contribute to the process for the Permanent Tribunal of the Peoples on violations of the Human Rights of migrants and refugees, identifying those responsible for the causes at their origins and those business to privatize war and security in the architecture of a fortified Europe.			2			
		Encourage the creation of a Center to evaluate Catalan businesses in foreign lands and to help other similar public organs act as mechanisms to receive human right violations, provide access to justice and seek compensation for victims						
Prevent Extremist Violence	Monitor vectors and impacts of all forms of violent extremism	Develop maps of social and institutional actors working on materials to prevent violent extremism.	3°	3°	1°	3°	1°	1°
		Research the vectors, motivations and social help levels of violent extremism.	3°	3°	1°	3°	1°	1°
		Using Big Data, make online analysis regarding motivations, vectors and context for the radicalization of violence.		3°	1°	3°	1°	1°
	Reinforce local education and resilience	Develop manuals and local training guides for instructors on materials related to prevention of violent extremism	3°	3°	1°	3°	1°	1°
		Encourage a network of training guides in prevention of violent extremism in various languages			1°	3°	1°	1°
		Encourage an Official Masters on prevention of violent extremism						
		Perform educational activities employing artistic tools in schools, social centers and community centers		3°	1	3°	1°	1°
	Reinforce the responsibility to protect victims	Promote activities to protect and defend human rights defenders	3°	3°	1	3°	1°	1°
		Publicize major human rights violations committed by Extremist Violence Organizations				3°	1°	1°
	Ensure protection for human rights in anti-terrorist laws	Foster actions to denounce and create political impact on human rights and anti-terrorist legislation	3°	3°	1	3°	1°	1°
		Prevent radicalization in prisons by ensuring the inclusion of human rights standards in treatment of prisoners		3°	1	3°	1°	1°
	Promote gender justice and publicize gender specific characteristics	Foster the Women, Peace and Security Agenda in activities to prevent violent extremism		3°	3		1°	1°
		Ensure to include a gender perspective in the definition of all actions to prevent violent extremism.	3	3°	3	3	1°	1°
	Reinforce the role of youth as actors for change	Encourage actions and nonviolent campaigns for social mobilization specifically directed at youths	3°		1	3	1°	1°
		Combat discrimination in all its forms in academic and work environments					1°	1°
	Protect democratic values and space for CSOs.	Promote shadow reports to United Nations organization committees	3°	3°	1	3°	1°	1°
Foster work on networks that employ actors who are victims of authoritarian practices directed to limit independent civil society space		3°	3°	3	3°	1°	1°	

SPECIFIC OBJECTIVES	FOSREEN RESULTS	ACTIVITIES						
			Mauritania	Western Sahara	Morocco	Algeria	Tunisia	Libya
Prevent Extremist Violence	Generate alternative narratives on social networks and media	Support and encourage nonviolent campaigns for social change to confront social injustices		3 ^o		3	1 ^o	1 ^o
		Perform publicity campaigns to spread the values of nonviolent actions		3 ^o	3		1 ^o	1 ^o
	Foster the adoption of National Action Plans for the Prevention on violent extremism	Foster multi-actor spaces to debate local, regional and national action plans				3 ^o	1 ^o	1 ^o
		Realizar un monitoreo de los esfuerzos locales, nacionales y regionales dirigidos a la adopción de PAN				3 ^o	1	1 ^o
Promote Gender Justice	Foster women's political participation for social change and the prevention and transformation of conflicts	Reinforce local partners in the promotion of measures and policies for internal gender equality in institutional and social forums	3 ^o	1 ^o	1 ^o	3 ^o	1 ^o	1
		Support local social impact campaigns to encourage the adoption of gender equality mechanisms in decision-making and policy design forums		1 ^o	3 ^o	3 ^o	1 ^o	
		Encourage the adoption of Good Practices guides		1 ^o	3	3 ^o	1 ^o	3 ^o
		Accompany and promote the adoption of National Action Plans as regards to Women, Peace and Security Agenda		1 ^o	3 ^o	3 ^o	1 ^o	3 ^o
		Develop manuals and local training guides for instructors to foster knowledge of the Women, Peace and Security Agenda	3 ^o	1 ^o	3 ^o	3 ^o	1 ^o	3 ^o
	Promote a legislative, cultural and social environment favorable to full integration of the LGBTI collective as a subject of rights in society	Support social movements and local civil society organization that promote the defense, protection and active exercise of rights for persons discriminated against due to their sexual orientation and/or gender identity			3 ^o		1 ^o	
		Promote North-South and South-South interchange of good practices in ways to organize campaigns, construct social movements and advance legislation; paying special attention to advance in depenalization matters and penal code reform.			3 ^o		1 ^o	
		Reinforce the resources, knowledge and capacities available to social movements to defend LGBTI rights in order to document and analyze violations of Human Rights and Fundamental Liberties in relation to legal, social and cultural discrimination against the LGBTI collective.					1 ^o	
		Reinforce the resources, knowledge and capacities available to social organizations to offer access to Justice to victims of discrimination due to their sexual orientation and/or gender identity					1 ^o	
		Reinforce the resources, knowledge and capacities available to social organizations to offer psychosocial help to victims of discrimination due to their sexual orientation and/or gender identity					1 ^o	

SPECIFIC OBJECTIVES	FOSREEN RESULTS	ACTIVITIES							
			Mauritania	Western Sahara	Morocco	Algeria	Tunisia	Libya	
Support Nonviolent Resistance Strategies	Support actors who promote nonviolent strategies and social transformation campaigns	Reinforce the capacities and resources that CSOs and local social movements have to promote nonviolent strategies to transform conflicts in order to increase their impact and to contribute to widening their social and community support.		1°	1°	3°	2°	2°	
		Produce knowledge regarding nonviolence as a strategy for social transformation and collective empowerment.		1°	1°	3°	2°	2°	
		Accompany and encourage nonviolent campaigns for social transformation supported by NOVACT on networks with other actors.		1°	1°				
		Produce manuals and local training guides for instructors to promote a network of local trainers who have the capacity to replicate these manuals and training guides.		1°	1°		2°		
		Systemize good practices for local movements and nonviolent campaigns.		1°	1°		2°		
	Offer help and protection to Human Rights Defenders (HRDs)	Establish early warning systems that monitor human rights violations such as repression, arrest, disappearances, or homicides that HRDs suffer.	2°	1°	1°	3°	2	2°	
		Establish early response systems that offer legal, psychosocial protection and refuges to HRDs	2°	1°	1°	3°	2	2°	
		Perform impact actions aimed at local and national authorities plus international community representatives in affected countries in order to foster the implementation of Guide Lines for HRDs.		1°	1°	3	2	2°	
		Accompany detained/arrested HRDs throughout their legal processes, being present in the courts and tribunals that try them.		1°	1°		2		
		Promote a treatment context for HRDs' social environs.		1°	1°		2°		
		Encourage the start of mechanisms to defend HRDs, centered on giving aid to women and members of the LGBTI collective who are HRDs being persecuted for their activism.							
	Build Democracy	Promote economic democracy	Carry out research and policy proposals aimed at encouraging and developing alternatives to the current economic system.					3°	
			Encourage and evaluate experiences to construct alternative monetary and financial systems, such as social currency, mutual credit, guaranteed systems and peer-to-peer reputation.						
Offer training sessions to local actors regarding good practices aimed at encouraging alternatives to the current economic system.							3°		
Encourage including clauses that respect human rights in the purchase, tendering, and contracting of public works.									

SPECIFIC OBJECTIVES	FOSREEN RESULTS	ACTIVITIES	Mauritania	Western Sahara	Morocco	Algeria	Tunisia	Libya
Build Democracy	Foster political democracy	Offer aid to institutions and organizations to promote participative design of public policies and to encourage deliberative democracy.	3°	2°		2°	1°	1°
		Protect and foster freedom of speech, freedom of assembly and freedom of the press		2°	2	2°	1°	1°
		Protect and foster independent civil society spaces and denounce limitations on civil and political rights		2°	2	2°	1°	1°
		Promote institutional transparency and anti-corruption campaigns	3°	2°	2	2°	1°	1°
		Foster the social use of the “Delibera method” to lead to a deliberative improvement in participative processes and spaces					1°	1°
		Promote parallel reports, or shadow reports, to United Nations committees	3°	2°	2°	2°	1°	1°

8.MASHREQ

NOVACT will establish its regional office in Amman, Jordan from where NOVACT shall develop programs to support refugees from the conflicts in the region and to deploy its regional strategies in Palestine, Iraq, Syria and Kurdistan.

In Palestine, NOVACT will maintain its support to nonviolent movements that fight against occupation, developing new strategies and establishing new alliances with strategic actors. Likewise, NOVACT will reinforce strategies, which have political-social impact in Europe for the nonviolent fight in the Occupied Territories, in order to advance international campaigns that enable unblocking an occupation, which has already lasted 70 years.

Iraq will also be a country prioritized by NOVACT for its work in the Mashreq region in cooperation with local and international organizations to develop campaigns to defend human rights and social transformation. Key in this context will be strategic lines on Human Rights, Businesses, and Security.

Furthermore, in this new stage, NOVACT will resume its work in Syria, particularly along the lines of measures to prevent violent extremism and to promote social cohesion, as well as to analyze and denounce the impacts PMSCs have on human rights. NOVACT shall prioritize the support given by those nonviolent actors who work to construct peace and reconciliation.

Lastly, NOVACT will advance its prospective work projects in Turkey and the Kurdish region in this country, as well as in Lebanon and Egypt.

Table 8: Objectives, Results and Accions in Mashrek

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Palestine /Israel	Jordan	Syria and Kurdistan	Lebanon	Iraq and Kurdistan	Turkey & Kurdistan	Egypt
Control the privatization of war and security	Monitor the process that privatizes war as an obstacle to the processes of constructing peace and consolidating human security	Map the presence of PMSCs	1°	2°	1°		1°		
		Register, systemize and analyze the development of the PMSC industry and its impact on human rights [consult Shock Monitor] with special attention to the context of migratory operations and border control; natural resource mining, repression of social movements, occupation and international conflicts, homeland security	1°				1°		
		Create a platform for researchers, research centers and observatories linked to Shock Monitor. [These Shock Monitor Academics & Civil Society, ODHE]	1°				1°		
		Identify the links PMSCs have with other transnational companies [such as ODHE]	1°				1°		
		Perform research and submit reports about PMSCs in these countries	1°	2°	1°		1°		

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Palestine / Israel	Jordan	Syria and Kurdistan	Lebanon	Iraq and Kurdistan	Turkey & Kurdistan	Egypt
Control the privatization of war and security	Increase sensibility and critical awareness regarding the process to privatize war and security and their alliances with global corporative power	Develop media campaigns to raise awareness and denounce the process to privatize war and security, its impact on human rights and its alliances with global corporative power							
		Influence the press and media to report on the role played by PMSCs							
		Generate discourse and alternatives for the construction new security concepts at the service of the people and based on human security							
	Promote the creation of local, national and international legal frameworks that regulate PMSCs and other linked transnational companies	Encourage the creation of a national, and international legal framework to limit process to privatize war and security, and to regulate PMSC operations in accordance to human rights	1°						
		Participate and contribute to the campaign to 'Dismantle Corporative Power' for the creation of an International Treaty to regulate transnational companies in accordance to human rights at an international level.							
		Encourage the '99.3% Responsible' campaign to improve public contracting based on respect for human rights							
	Ensure Access to justice and effective compensation for victims of actions by PMSCs and other linked transnational companies	Support campaigns, social movements, collectives, human rights defenders that oppose the process to privatize war and security and its alliances with global corporative power	1°						
		Contribute to the process for the Permanent Tribunal of the Peoples on violations of the Human Rights of migrants and refugees, identifying those responsible for the causes at their origins and those business to privatize war and security in the architecture of a fortified Europe.							
		Encourage the creation of a Center to evaluate Catalan businesses in foreign lands and to help other similar public organs act as mechanisms to receive human right violations, provide access to justice and seek compensation for victims							
	Prevent Extremist Violence	Monitor vectors and impacts of all forms of violent extremism	Develop maps of social and institutional actors working on materials to prevent violent extremism	3°	1°	1°	3°	1°	3°
Research the vectors, motivations and social help levels for violent extremism.			3°	1°		3°	1°		
Using Big Data, make online analysis regarding motivations, vectors and context for the radicalization of violence.			3°	1°		3°	1°		
Reinforce local education and resilience		Develop manuals and local training guides for instructors on materials related to prevention of violent extremism		1°					
		Encourage a network of training guides in prevention of extremist violence in various languages		1°	1°	3°	1°		
		Encourage an Official Masters on prevention of violent extremism		1°					
		Perform educational activities employing artistic tools in schools, social centers and community centers	3°	1°	1°	3°	1°		

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Palestine / Israel	Jordan	Syria and Kurdistan	Lebanon	Iraq and Kurdistan	Turkey & Kurdistan	Egypt
Prevent Extremist Violence	Reinforce the responsibility to protect victims	Promote activities to protect and defend human rights defenders	3°	1°	1°		1°		
		Publicize major human rights violations committed by extremist Violence Organizations	3°	1°	1°		1°		
	Ensure protection for human rights in anti-terrorist laws	Foster actions to denounce and create political impact on human rights and anti-terrorist legislation	3°	1°			1°		
		Prevent radicalization in prisons by ensuring the inclusion of human rights standards in treatment of prisoners		1°					
	Promote gender justice and publicize gender specific characteristics	Foster the Women, Peace and Security Agenda in activities to prevent violent extremism		1°					
		Ensure to include a gender perspective in the definition of all actions to prevent violent extremism	3°	1°	1°	3°	1°		
	Reinforce the role of youth as actors for change	Encourage actions and nonviolent campaigns for social mobilization specifically directed at youths	3°	1°	1°		1°		
		Combat discrimination in all its forms in academic and work environments					1°		
	Protect democratic values and space for CSOs	Promote shadow reports to United Nations organization committees	3°	1°					
		Foster work on networks that employ actors who are victims of authoritarian practices directed to limit independent civil society space	3°	1°	1°	3°	1°	2°	3°
	Generate alternative narratives on social networks and media	Support and encourage nonviolent campaigns for social change to confront social injustices	3°	1°		3°	1°		
		Perform publicity campaigns to spread the values of nonviolent actions	3°	1°	1°	3°	1°		
	Foster the adoption of National Action Plans for the Prevention on violent extremism	Foster multi-actor spaces to debate local, regional and national action plans		1°	1°	3°	1°		
		Realizar un monitoreo de los esfuerzos locales, nacionales y regionales dirigidos a la adopción de PAN		1°	1°	3°	1°		
Promote Gender Justice	Foster women's political participation for social change and the prevention and transformation of conflicts	Reinforce local partners in the promotion of measures and policies for internal gender equality in institutional and social forums	1°						
		Support local social impact campaigns to encourage the adoption of gender equality mechanisms in decision-making and policy design forums							
		Encourage the adoption of Good Practices guides		1°					
		Accompany and promote the adoption of National Action Plans as regards to Women, Peace and Security Agenda		1°					
		Develop manuals and local training guides for instructors to foster knowledge of the Women, Peace and Security Agenda	1°	1°					

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Palestine / Israel	Jordan	Syria and Kurdistan	Lebanon	Iraq and Kurdistan	Turkey & Kurdistan	Egypt
<p style="text-align: center;">Promote Gender Justice</p>	<p>Promote a legislative, cultural and social environment favorable to full integration of the LGBTI collective as a subject of rights in society</p>	<p>Support social movements and local civil society organization that promote the defense, protection and active exercise of rights for persons discriminated against due to their sexual orientation and/or gender identity</p>	3°	3°					
		<p>Promote North-South and South-South interchange of good practices in ways to organize campaigns, construct social movements and advance legislation, paying special attention to advance in depenalization matters and penal code reform.</p>	3°						
		<p>Reinforce the resources, knowledge and capacities available to social movements to defend LGBTI rights in order to document and analyze violations of Human Rights and Fundamental Liberties in relation to legal, social and cultural discrimination against the LGBTI collective.</p>							
		<p>Reinforce the resources, knowledge and capacities available to social organizations to offer access to Justice to victims of discrimination due to their sexual orientation and/or gender identity</p>							
		<p>Reinforce the resources, knowledge and capacities available to social organizations to offer psychosocial help to victims of discrimination due to their sexual orientation and/or gender identity</p>	3°						
<p style="text-align: center;">Support Nonviolent Resistance Strategies</p>	<p>Support actors who promote nonviolent strategies and social transformation campaigns</p>	<p>Reinforce the capacities and resources that CSOs and local social movements have to promote nonviolent strategies to transform conflicts in order to increase their impact and to contribute to widening their social and community support.</p>	1°						
		<p>Produce knowledge regarding nonviolence as a strategy for social transformation and collective empowerment.</p>	1°	2°	1°	3°	1°		
		<p>Accompany and encourage nonviolent campaigns for social transformation supported by NOVACT on networks with other actors.</p>	1°				1°	3°	3°
		<p>Produce manuals and local training guides for instructors to promote a network of local trainers who have the capacity to replicate these manuals and training guides.</p>	1°	2°	1°	3°	1°		
		<p>Systemize good practices for local movements and nonviolent campaigns.</p>	1°	2°			1°		

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Palestine / Israel	Jordan	Syria and Kurdistan	Lebanon	Iraq and Kurdistan	Turkey & Kurdistan	Egypt
Support Nonviolent Resistance Strategies	Offer help and protection to Human Rights Defenders (HRDs)	Establish early warning systems that monitor human rights violations such as repression, arrest, disappearances, or homicides that HRDs suffer.	1°						
		Establish early response systems that offer legal, psychosocial protection and refuges to HRDs	1°						
		Perform impact actions aimed at local and national authorities plus international community representatives in affected countries in order to foster the implementation of Guide Lines for HRDs.	1°		1°	3°	1°	3°	3°
		Accompany detained/arrested HRDs throughout their legal processes, being present in the courts and tribunals that try them.	1°						
		Promote a treatment context for HRDs' social environs.	1°						
		Encourage the start of mechanisms to defend HRDs, centered on giving aid to women and members of the LGBTI collective who are HRDs being persecuted for their activism.							
Build Democracies	Promote economic democracy	Carry out research and policy proposals aimed at encouraging and developing alternatives to the current economic system.	3°	3°			1°		
		Encourage and evaluate experiences to construct alternative monetary and financial systems, such as social currency, mutual credit, guaranteed systems and peer-to-peer reputation.							
		Offer training sessions to local actors regarding good practices aimed at encouraging alternatives to the current economic system.							
		Encourage including clauses that respect human rights in the purchase, tendering, and contracting of public works.							
	Foster political democracy	Offer aid to institutions and organizations to promote participative design of public policies and to encourage deliberative democracy.	1°	1°	1°		1°		
		Protect and foster freedom of speech, freedom of assembly and freedom of the press	1°				1°		
		Protect and foster independent civil society spaces and denounce limitations on civil and political rights	1°	1°	1°		1°		
		Promote institutional transparency and anti-corruption campaigns							
		Foster the social use of the "Delibera method" to lead to a deliberative improvement in participative processes and spaces							
		Promote parallel reports, or shadow reports, to United Nations committees	1°						

9. EUROPE

The scenario drawn up in this Strategic Plan is closely linked to the different imbalances in Catalonia, Spain and Europe, related to the sovereignty conflict, the alteration in the partisan scheme during the Transition, a socially selective economic recovery, the rise of the far right, and the fracture of the European Union's fundamental ideas and values.

Inside this unstable political, social and economic context, in which fundamental rights such as to protest or request asylum are being questioned, and in which, all too frequently, foreign relations become based on reinforcing violent structures and options, NOVACT's work must concentrate on political impacts and to publicize the bad practices by the Spanish State and on the current media black out when dealing with these situations. Without forgetting to start other aspects of the education for Global Justice such as awareness and training, we must focus on and become organized to deploy advocacy functions related to our strategic action lines, supporting these with intensive labor to document ongoing actions in the field and corresponding applicable research.

We confirm that Europe, Spain and Catalonia have not been exceptions, among global trends, to the securitization of our societies in response to the challenges posed by the 21st Century. This practice has not only proven to be highly ineffective, but rather also has been responsible for dramatic violations in human rights and the increase in the vulnerability and suffering peoples have undergone. There has been a generalization in the use of excessive and abusive practices in security matters and police vigilance, restricting citizens' liberties and fundamental rights. These will also prove to be ineffective in providing a response that deals with those individual, group and social motivations, which are found to have their origin in people's radicalization, which further aggravates this problem.

In this framework, the development of strategic lines to avoid the privatization of war and security, prevention of extremist violence, support for civil resistance strategies and to foster gender justice in Europe take on vital importance.

Regarding the implementation of the process for economic democracy, the Barcelona City Council has a political context very favorable towards social economy and social rights, common to other municipalities in the Barcelona metropolitan area, in Spain and in Europe, along the lines to convert the economic practices of public administrations into a transformative instrument.

Table 9: Objectives, Results and Activities in Europe

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Barcelona / Catalonia	Madrid & Community	Other parts of Spain	Europe
Control the privatization of war and security	Monitor the process that privatizes war as an obstacle to the processes of constructing peace and consolidating human security	Map the presence of PMSCs	1 ^o		1 ^o	
		Register, systemize and analyze the development of the PMSC industry and its impact on human rights (consult Shock Monitor) with special attention to the context of migratory operations and border control; natural resource mining, repression of social movements, occupation and international conflicts, homeland security	1 ^o		1 ^o	1 ^o
		Create a platform for researchers, research centers and observatories linked to Shock Monitor. [These include Shock Monitor Academics & Civil Society, ODHE]	1 ^o		1 ^o	1 ^o
		Identify the links PMSCs have with other transnational companies (such as ODHE)	1 ^o		1 ^o	1 ^o
		Perform research and submit reports about PMSCs in these countries			1 ^o	1 ^o
		Increase sensibility and critical awareness regarding the process to privatize war and security and their alliances with global corporative power	Develop media campaigns to raise awareness and denounce the process to privatize war and security, its impact on human rights and its alliances with global corporative power	1 ^o		1 ^o
		Influence the press and media to report on the role played by PMSCs	1 ^o	2 ^o	1 ^o	1 ^o
		Generate discourse and alternatives for the construction new security concepts at the service of the people and based on human security	1 ^o	2 ^o	1 ^o	1 ^o
		Promote the creation of local, national and international legal frameworks that regulate PMSCs and other linked transnational companies	Encourage the creation of a national, and international legal framework to limit process to privatize war and security, and to regulate PMSC operations in accordance to human rights			1 ^o
	Ensure Access to justice and effective compensation for victims of actions by PMSCs and other linked transnational companies	Participate and contribute to the campaign to 'Dismantle Corporative Power' for the creation of an International Treaty to regulate transnational companies in accordance to human rights at an international level.	1 ^o	2 ^o		1 ^o
		Encourage the '99.3% Responsible' campaign to improve public contracting based on respect for human rights	1 ^o	2 ^o		
		Support campaigns, social movements, collectives, human rights defenders that oppose the process to privatize war and security and its alliances with global corporative power	1 ^o			
		Contribute to the process for the Permanent Tribunal of the Peoples on violations of the Human Rights of migrants and refugees, identifying those responsible for the causes at their origins and those business to privatize war and security in the architecture of a fortified Europe.	1 ^o	2 ^o	2 ^o	1 ^o
		Encourage the creation of a Center to evaluate Catalan businesses in foreign lands and to help other similar public organs act as mechanisms to receive human right violations, provide access to justice and seek compensation for victims	1 ^o			

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Barcelona / Catalonia	Madrid & Community	Other parts of Spain	Europe
Prevent Extremist Violence	Monitor vectors and impacts of all forms of violent extremism .	Develop maps of social and institutional actors working on materials to prevent violent extremism	1º	1º	1º	1º
		Research the vectors, motivations and social help levels for violent extremism.	1º	1º		1º
		Using Big Data, make online analysis regarding motivations, vectors and context for the radicalization of violence.	1º	1º		1º
	Reinforce local education and resilience	Develop manuals and local training guides for instructors on materials related to prevention of violent extremism	1º			1º
		Encourage a network of training guides in prevention of violent extremism in various languages	1º			1º
		Encourage an Official Masters on prevention of violent extremism	1º			1º
		Perform educational activities employing artistic tools in schools, social centers and community centers	1º			1º
	Reinforce the responsibility to protect victims	Promote activities to protect and defend human rights defenders	1º			
		Publicize major human rights violations committed by extremist Violence Organizations	1º			
	Ensure protection for human rights in anti-terrorist laws	Foster actions to denounce and create political impact on human rights and anti-terrorist legislation	1º			1º
		Prevent radicalization in prisons by ensuring the inclusion of human rights standards in treatment of prisoners	1º			1º
	Promote gender justice and publicize gender specific characteristics	Foster the Women, Peace and Security Agenda in activities to prevent violent extremism	1º			1º
		Ensure to include a gender perspective in the definition of all actions to prevent violent extremism	1º			1º
	Reinforce the role of youth as actors for change	Encourage actions and nonviolent campaigns for social mobilization specifically directed at youths	1º			1º
		Combat discrimination in all its forms in academic and work environments	1º			
	Protect democratic values and space for CSOs	Promote shadow reports to United Nations organization committees				
		Foster work on networks that employ actors who are victims of authoritarian practices directed to limit independent civil society space	1º			1º
	Generate alternative narratives on social networks and media	Support and encourage nonviolent campaigns for social change to confront social injustices	1º			1º
		Perform publicity campaigns to spread the values of nonviolent actions	1º			1º
	Foster the adoption of National Action Plans for the Prevention on violent extremism	Foster multi-actor spaces to debate local, regional and national action plans	1º			1º
Carry out monitoring of local, regional and national efforts destined to adopting national action plans		1º			1º	

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Barcelona / Catalonia	Madrid & Community	Other parts of Spain	Europe
Promote Gender Justice	Foster women's political participation for social change and the prevention and transformation of conflicts	Reinforce local partners in the promotion of measures and policies for internal gender equality in institutional and social forums				
		Support local social impact campaigns to encourage the adoption of gender equality mechanisms in decision-making and policy design forums	3º			
		Encourage the adoption of Good Practices guides				
		Accompany and promote the adoption of National Action Plans as regards to Women, Peace and Security Agenda				
		Develop manuals and local training guides for instructors to foster knowledge of the Women, Peace and Security Agenda				
	Promote a legislative, cultural and social environment favorable to full integration of the LGBTI collective as a subject of rights in society	Support social movements and local civil society organization that promote the defense, protection and active exercise of rights for persons discriminated against due to their sexual orientation and/or gender identity	3º	3º		
		Promote North-South and South-South interchange of good practices in ways to organize campaigns, construct social movements and advance legislation, paying special attention to advance in depenalization matters and penal code reform.				
		Reinforce the resources, knowledge and capacities available to social movements to defend LGBTI rights in order to document and analyze violations of Human Rights and Fundamental Liberties in relation to legal, social and cultural discrimination against the LGBTI collective.				
		Reinforce the resources, knowledge and capacities available to social organizations to offer access to Justice to victims of discrimination due to their sexual orientation and/or gender identity				
		Reinforce the resources, knowledge and capacities available to social organizations to offer psychosocial help to victims of discrimination due to their sexual orientation and/or gender identity				
Support Nonviolent Resistance Strategies	Support actors who promote nonviolent strategies and social transformation campaigns	Reinforce the capacities and resources that CSOs and local social movements have to promote nonviolent strategies to transform conflicts in order to increase their impact and to contribute to widening their social and community support.	1º			
		Produce knowledge regarding nonviolence as a strategy for social transformation and collective empowerment.	1º			
		Accompany and encourage nonviolent campaigns for social transformation supported by NOVACT on networks with other actors.	1º			
		Produce manuals and local training guides for instructors to promote a network of local trainers who have the capacity to replicate these manuals and training guides.				
		Systemize good practices for local movements and nonviolent campaigns.				

SPECIFIC OBJECTIVES	FORESEEN RESULTS	ACTIVITIES	Barcelona / Catalonia	Madrid & Community	Other parts of Spain	Europe
Support Nonviolent Resistance Strategies	Offer help and protection to Human Rights Defenders (HRDs)	Establish early warning systems that monitor human rights violations such as repression, arrest, disappearances, or homicides that HRDs suffer.	1º	1º	3º	
		Establish early response systems that offer legal, psychosocial protection and refuges to HRDs	1º	1º	3º	
		Perform impact actions aimed at local and national authorities plus international community representatives in affected countries in order to foster the implementation of Guide Lines for HRDs.	1º	1º	3º	
		Accompany detained/arrested HRDs throughout their legal processes, being present in the courts and tribunals that try them.	1º	1º	3º	
		Promote a treatment context for HRDs' social environs.				
		Promover la puesta en marcha de mecanismos de defensa de defensoras, centrados en dar apoyo a las mujeres y miembros del colectivo LGBTI defensores de derechos humanos que sean perseguidos por su activismo				
Build Democracy	Promote economic democracy	Carry out research and policy proposals aimed at encouraging and developing alternatives to the current economic system.	1º	1º	1º	1º
		Encourage and evaluate experiences to construct alternative monetary and financial systems, such as social currency, mutual credit, guaranteed systems and peer-to-peer reputation.	1º	1º	1º	
		Offer training sessions to local actors regarding good practices aimed at encouraging alternatives to the current economic system.	1º	1º		
		Encourage including clauses that respect human rights in the purchase, tendering, and contracting of public works.	1º	1º		
	Foster political democracy	Offer aid to institutions and organizations to promote participative design of public policies and to encourage deliberative democracy.	1º		1º	
		Protect and foster freedom of speech, freedom of assembly and freedom of the press				
		Protect and foster independent civil society spaces and denounce limitations on civil and political rights				
		Promote institutional transparency and anti-corruption campaigns	1º	1º	1º	
		Foster the social use of the "Delibera method" to lead to a deliberative improvement in participative processes and spaces	1º	1º	1º	
		Promote parallel reports, or shadow reports, to United Nations committees				

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