

**North Carolina Central University**

---

**From the Selected Works of Effenus Henderson**

---

Summer July, 2008

# Another Chance - Reaffirming Human Rights for All

Effenus Henderson



Available at: [https://works.bepress.com/effenus\\_henderson/9/](https://works.bepress.com/effenus_henderson/9/)

# **ANOTHER CHANCE**

---

**REAFFIRMING HUMAN RIGHTS FOR ALL  
THE UNIVERSAL DECLARATION AT 60**



**“NGO AND ENTREPRENEURSHIP”  
INTERNATIONAL SEMINAR  
PARIS, FRANCE**

**EFFENUS HENDERSON  
CHIEF DIVERSITY OFFICER  
WEYERHAEUSER COMPANY**

**JULY 15, 2008**

**32125 32<sup>ND</sup> AVENUE SOUTH  
FEDERAL WAY, WASHINGTON,  
U.S.A 98001**

# ANOTHER CHANCE

---

REAFFIRMING HUMAN RIGHTS FOR ALL  
-THE UNIVERSAL DECLARATION AT 60-

---

‘FREEDOM FROM FEAR AND WANT HAS  
BEEN PROCLAIMED AS THE HIGHEST  
ASPIRATION OF THE COMMON PEOPLE’

Universal Declaration of Human Rights, 1948

*This article explores the opportunities, challenges and imperatives for reaffirming human rights around the world going forward. It identifies the myriad of principles and actions being taken by a number of organizations and entities. All have good intentions and notable goals. The challenge is how to build a more connected and coherent strategy that supports the continued evolution of human rights. It reinforces its alignment with environmental stewardship issues, social responsibility, globalization and entrepreneurial endeavors.*

BY EFFENUS HENDERSON<sup>1</sup>

The “NGO and Entrepreneurship” International Seminar to help create the platform for the 60<sup>th</sup> Anniversary Celebration of the Universal Declaration of Human Rights is an awesome opportunity to consider how diversity and inclusion are integral parts of the strategy going forward. There is a lot to be learned from the efforts of entrepreneurs and private industry in building more diversity and inclusion in businesses around the world.

UN High Commissioner for Human Rights, Louise Arbour, in her remarks on December 10, 2007, creating the year-long celebration, spoke about the urgency and the sustainability of the core values underlying the declaration: “The Universal Declaration and its core values — inherent human dignity, justice, non-discrimination, equality, fairness and universality — apply to everyone, everywhere, always.”<sup>1</sup>

She went further to say: “In all parts of the world, individuals, groups, organizations and Governments have striven to transform into reality the promises contained in the Universal Declaration.<sup>2</sup> Many have died in the pursuit of these ideals.”

---

<sup>1</sup> The positions and comments in this paper reflect the views of the writer and do not necessarily represent those of his employer, Weyerhaeuser Company.

<sup>2</sup>Country Reports on Human Rights can be accessed at <http://www.state.gov/g/drl/rls/hrrpt/2007/index.htm>

(Footnote continued)

As the 60<sup>th</sup> Anniversary of the Universal Declaration is being celebrated we must consider its original purpose and the chance the creators of the document took to help build a more inclusive and equitable world. They demonstrated a profound belief in the inherent dignity and justice for all of us. Civil society, government and private enterprise must continue to give human rights a chance.

A number of organizations and institutions have developed their own set of ideals with respect to equity and human rights. Many NGOs and government agencies have articulated impressive goals and aspirations. In the American workplace, we have also seen a growing commitment to building more diverse and inclusive organizations.

Civil society is demanding more from entrepreneurs and businesses that want to conduct business and set up enterprises in their communities. Part of the expectation is to be engaged, respected and heard in sharing their points of view about how they and their communities will be treated.

So as we reflect on the occasion, and the words of the High Commissioner, all of us must take a “chance” to help make the world a better place. Some may see this work as a risk but many of us see it as an opportunity. It is an opportunity to collectively create a better and more sustainable world through grassroots engagement and support. It is a time in which the collective spirits of all must coalesce to develop solutions for the earth’s challenges. “Today is also the day to reflect upon our individual and collective failures to stand up against violence, racism, xenophobia, torture, repression of unpopular views and injustices of all sorts,” commented the High Commissioner.

Entrepreneurs and business leaders must understand that the concern and growing discontent of common mankind is grounded in several key principles:

- ◆ **Equity.** Diverse citizenry wants more equitable access to, reasonable consumption of, and longer-term sustainability of the world’s resources.
- ◆ **Survival.** Survival becomes a shared and mutually dependent outcome. It will require a willingness to let go of some deeply held beliefs and biases about others.
- ◆ **Rule of Law<sup>3</sup>.** The rule of law can not be the only means of control and oversight. The spirit and intent of the law must be considered in the cultural and historic context.

*The rule of law also serves as an important assurance of social rights and government accountability. Governmental restraint is especially critical for many transitioning economies where a previously planned economy is to be transformed into one that is market-based. When the government is no longer the sole owner of land, capital and labor, the rule of law guarantees that the crucial elements of the economy will be free from arbitrary governmental actions. The rule of law thus assures market participants that the government will adopt a hands-off approach to investments and production, allowing those participants to fully exercise their rights in relation to land, labor and capital. <sup>4</sup>*

---

<sup>3</sup> *Morality of Law*, Lori Fuller, Yale University Press, Revised Edition, 1969.

<sup>4</sup> [http://www.uiowa.edu/ifdebook/faq/Rule\\_of\\_Law.shtml](http://www.uiowa.edu/ifdebook/faq/Rule_of_Law.shtml)

In his book *The Morality of Law*, American legal scholar Lon Fuller identified eight elements of law which have been recognized as necessary for a society aspiring to institute the rule of law. Fuller stated the following:

1. Laws must exist and those laws should be obeyed by all, including government officials.
2. Laws must be published.
3. Laws must be prospective in nature so that the effect of the law may only take place after the law has been passed. For example, the court cannot convict a person of a crime committed before a criminal statute prohibiting the conduct was passed.
4. Laws should be written with reasonable clarity to avoid unfair enforcement.
5. Law must avoid contradictions.
6. Law must not command the impossible.
7. Law must stay constant through time to allow the formalization of rules; however, law also must allow for timely revision when the underlying social and political circumstances have changed.
8. Official action should be consistent with the declared rule.

- ♦ **Sustainability.** Entrepreneurs and industry leaders play a significant role in sustaining the earth's resources. They must be at the table when issues of global warming, environmental degradation and carbon depletion are being considered and framed.
- ♦ **Disproportionality and Consumption.** Many of the world's natural resources are being extracted in one part of the world and consumed in another. With a growing global middle class that is consuming more and more of the earth's resources — oil, food, and bio-diversity — a growing “war” for limited resources is emerging. Resources can no longer be consumed in a way that advantages some societies and disadvantages others. Equitable access and distribution will be a must in the future. Industrial leaders must understand this and institute socially responsible practices into their operations.

Therein lies the risk. The risk is grounded in a lack of respect and tolerance for the societies that are emerging as critical players on the global stage. It is a risk that entrepreneurs, civil society and governments will not appreciate or value the concept of inclusion and collaborative leadership in helping to lift up those marginalized and disproportionately left out of global society. Fear and war have been the means that governments and countries have used to protect their exclusive place in the world. This spirit of division is too wide spread today and must be overcome if we are to survive.

In the business world we have seen more progressive entrepreneurs and business leaders address these global dynamics. They have realized that in order to survive and prosper in the emerging market place they must have a deep and abiding respect for the cultures, diversity and traditions that have been the cornerstones of civil society around the world. The several constructs that follow may be helpful in framing the discussion for the future.

- ♦ **Adaptation.** The new reality requires all to embrace change and adapt to the growing diversity in the world. Additionally, change must be embraced and understood by an “adaptive citizenry” that is willing to sacrifice certain comforts for the earth's greater good and sustainability
- ♦ **Multilateralism.** Policy making can no longer continue to be conducted using fear — we vs. them — which reinforces winners and losers, conquerors and conquered. Duality must be replaced with multilateral approaches. This requires a willingness to sit at a table and discuss

outcomes that are inextricably bound to those of our adversaries. The search will be for common solutions and must be inclusive of all sectors of society, government and industry.

- ♦ **Civic Engagement and Education.** As we are learning in private industry, employees are researching and discovering information about their situation and company that for a long time was only shared by leaders. Today, the internet is allowing for more self discovery. This is true in civil society and will grow in the years ahead. Citizens around the world are becoming increasingly “self taught” and informed on societal issues. The internet is destroying barriers and the advantages closely held by certain closed societies that have obscured the truth. This accessibility to information is countering false information, doctrine and data about the condition of mankind. It is leading to a much more aggressive and activist grassroots society.
- ♦ **Viral Mobilization and Visibility.** Social networking has been a major tool for younger and more sophisticated employees as job search, research and networking with similarly situated professionals has grown in importance. This use of technology is causing a movement to grow much like that of a virus. Mobilization is becoming viral and people are connected across the world. This is resulting in people rallying behind causes and confronting injustice in a much more organized grassroots effort using technology as a key enabler. Governments and unscrupulous dictators can no longer prevent the world from seeing the injustices being perpetrated in their countries and societies.
- ♦ **Relationship.** The historical biases that people have held based on skin color, nationality or other attributes is waning in the U.S. and the world. As employees are having to interface with co-workers and contractors from different parts of the world, they are growing more tolerant of their differences. The current reality is that people are connecting with others in ways not available until recently. Younger people are increasingly willing to look beyond skin color, nationality and cultural background as filters in building friendships and relationships.
- ♦ **Homogeneity.** Monocultures and exclusive societies are a dying breed. The overarching need for sustainability requires collaboration with friend and adversary. The world is interconnected and requires a multicultural and pluralistic mindset. As we have learned in private industry, the best ideas and solutions to problems come from diverse teams. As we seek solutions for the major challenges facing a global society, the same inclusive model must be applied.
- ♦ **Disrespectful Plundering.** War and genocide resulting in the plundering of local assets, land and natural resources of indigenous people can not be tolerated. Just as pollution, destruction of sacred burial grounds of American Indians, and environmental dumping in lower economic areas have not been tolerated in the U.S., similar practices will not be tolerated on a global scale.
- ♦ Entrepreneurs will be held to a higher standard by civil society as they continue to grow as world economies. They can no longer “plunder” the resources of indigenous peoples and communities without incurring penalties and costs and social activism against their practices.

---

#### POST-60<sup>TH</sup> ANNIVERSARY FRAMEWORK IDEAS

---

So the upcoming conference provides us with a chance to make a difference. It requires that a platform for continued growth and commitment to the Universal Declaration of Human Rights be understood and adopted that broadens participation and inclusion. Entrepreneurs and industry leaders must understand why it is critically importance to participate.

It starts with each of us in our local communities, businesses and greater civil societies taking a chance on each other — no matter how different or unique we may be. These actions at the local level can help create and sustain the human rights movement like the one so eloquently described in Paul Hawken’s book entitled *Blessed Unrest*.<sup>5</sup>

The work requires that we identify and build allies. People, institutions, businesses and governments must be willing to give the world a chance — a chance where all members of civil society can be productive and fully-engaged members of the world community. One example of grassroots leadership in the United States is Public Allies – New Leadership for New Times.<sup>6</sup> This organization is working to accelerate the engagement of citizens under age 30 in the United States and is serving as one model of change for the future.

Industry leaders and entrepreneurs must engage with the United Nations and global policy leaders and examine the human rights implications and diversity considerations of several policy framework areas including the Post-Kyoto Framework, the Earth Charter, the Millennium Goals, the Global Compact and related international efforts. Each contains language and guidance of human rights strategies.

Additionally, U.S. business leaders and entrepreneurs must also understand the construct under which equal opportunity laws and anti-discrimination regulations (including affirmative action) have emerged over the years and understand their growing relevance to human rights.

And finally, efforts at helping the world understand concepts such as diversity and inclusion, which are well-ingrained in U.S. business practices, must be accelerated. The Institute for Inclusion’s efforts are highlighted in this document.

All of this must be examined in the context of a much more interconnected and wired world. This interconnected environment is one in which relationships, work and education are scanning the globe. Geography and distance no longer constrain opportunity and dialogue. Peter Senge in his recently released book, *Necessary Revolution*, talks about the environmental woes facing business and some of the steps necessary in building a more sustainable world.<sup>7</sup> In his book, Senge argues that entrepreneurs and business leaders must rethink their approach to the environment and sustainability. I think this extends to human rights as well. He cites three guiding principles:

1. There is not a viable path forward that does not take into account the needs of future generations. The term “sustainability” is widely used to express the need to live in the present in ways that do not jeopardize the future.
2. Institutions matter. Today’s world is shaped not by individuals alone, but by the networks of businesses and governmental and non-governmental institutions that influence the products we make, the food we eat, the energy we use and our responses to problems that arise from these systems.

*A “useful contribution to the debate would be to explore ways in which inter-governmental organizations – chiefly the UN – together with business, labor and NGOs, could help national governments improve the enjoyment of human rights.”*

- Maria Cattai, Secretary General,  
International Chamber of Commerce

<sup>5</sup>*Blessed Unrest*, Paul Hawken, Viking Press, New York, 2007.

<sup>6</sup> <http://www.publicallies.org/site/c.liKUL3PNLvF/b.2634379>

<sup>7</sup> *The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World*, Peter Senge, Doubleday, 2008.

3. All real change is grounded in new ways of thinking and perceiving. In short, to shape a sustainable future, we all need to work together differently than we have in the past.

Biodiversity and human diversity are becoming increasingly interconnected. To consider human rights we must also consider them within the context of overall sustainability and equity. Therein lies the connection to the growing importance of global human rights.

#### **From Senge — Seeing the Whole Picture<sup>8</sup>**

1. The industrial system — what we make, buy and use (from cars and TVs to building and power plants) — sits within the larger systems of nature.
2. This larger nature world includes living, regenerative resources, such as forests, croplands and fisheries, and other resources that, from a human-time perspective, do not regenerate, such as oil and minerals.
3. The regenerative resources can sustain human activities indefinitely, so long as we do not “harvest” them more rapidly than they replenish themselves.
4. The non-regenerative resources can only be depleted or “extracted.” (That is why mining oil and other similar industries are called “extractive industries”. And not surprisingly, since they can not be replenished, sooner or later — as is happening now — many start to run out.
5. In the process of extracting and harvesting resources in order to produce and use goods, the industrial system also generates waste — waste from extracting and harvesting resources, and from how we produce, use, and eventually discard goods. This waste damages the ability of nature to replenish resources.
6. The industrial system also sits within a larger social system of communities, families, schools and culture. Just as over-production and waste damage natural systems, they also cause anxiety, inequity and stresses in our societies.

Martin Luther King in his “I Have a Dream” speech talks about being extricably bound. He said: “and they have come to realize that their freedom is inextricably bound to our freedom.”<sup>9</sup> If we expect freedom and democracy to grow around the world, we must understand our shared destiny.

---

#### **POST-KYOTO FRAMEWORK IDEAS**

---

Akihiro Sawa, Senior Executive Fellow, the 21<sup>st</sup> Century Public Policy Institute, in proposing strategies for a Post-Kyoto Framework offers some forward-looking ideas.<sup>10</sup> His ideas should be integrated into the work of the Post-60<sup>th</sup> anniversary celebration. Let me paraphrase them in a way that reflects their relevance to human-rights work.

The Framework going forward should:

1. Be based on a long-term change strategy that is sustainable and that is inclusive. It should insure that businesses, governments and private industry continue their efforts and build on

---

<sup>8</sup> Ibid. Senge

<sup>9</sup> <http://www.americanrhetoric.com/speeches/mlkhaveadream.htm>

<sup>10</sup> “Proposal for a Post-Kyoto Framework,” the 21<sup>st</sup> Century Public Policy Institute, Working Paper, Akihiro Sawa, October 15, 2007.

- their commitments to equity and opportunity in an increasingly interdependent and diverse world.
2. Provide a focus for the areas of critical concern where attention should be focused in the various countries around the world with specific methods, processes and strategies.
  3. Incorporate internationally binding commitments with respect to policies and actions that governments can implement.

It should be guided by principles that support the framework:

1. **Human Rights Policy Effectiveness.** Ensure that major violations are identified and mitigated.
2. **Demography-based Analysis.** Use data on the demographic and diversity factors that should drive decision making and strategies which help to build risk mitigation intervention strategies.
3. **Equal Opportunity and Equity.** Allow consideration for the local and national dynamics in play in each major country based on their present situation and drive the change process from that starting point.
4. **Inclusion.** Use principles of inclusion such that all entities (governmental, NGOs, private sector and civil society) are adequately represented in the decision-making process.
5. **Political Realities.** Examine the current realities to assess the capacity and commitment to participate in shared outcomes.
6. **Sustainable and Long-term Orientation.** Recognize that this work is change work and will require time and resources; take a long-term view.

Peter Block, in his book entitled *Community – The Structure of Belonging*<sup>11</sup>, also provides some insightful ideas about community. His overriding premise incorporates the following thoughts:

1. **Connectedness.** Build the social fabric and transform the isolation within our communities into connectedness and caring for the whole.
2. **Possibilities.** Shift our conversations from the problems of community to the possibility of community.
3. **Future Orientation.** Commit to create a future distinct from the past.

His premise is supported by a set of operating guidelines:

1. Social fabric is created one room at a time, the one we are in at the moment.
2. It is formed out of the questions “Who do we want in the room?” and “What is the new conversation that we want to occur?”
3. The key to a new future is to focus on gifts, on associational life and on the insight that all transformation occurs through language
4. Each step has to embody a quality of aliveness and strategy evolves in an organic way.
5. The essence of creating an alternative future comes from citizen-to-citizen engagement that constantly focuses on the well-being of the whole.
6. We have all the capacity, expertise and financial resources that an alternative future requires.
7. The small group is the unit of transformation and the container for the experience of belonging.

Embedded in his ideas is the suggestion that the change desired for the future will require a multilateral and layered strategy. This strategy underscores the fact that the most effective change

---

<sup>11</sup> *Community – The Structure of Belonging*, Peter Block, Berrett-Koehler Publishers, Inc., May, 2008.

strategies are implemented at the lowest level — within communities. This means that the strategies will need to be simple, straightforward and easy to implement in local communities around the world. It also suggests that the type of global change desired cannot be unilateral. It must be collaborative.

---

### INTERCONNECTEDNESS OF THE CHANGE

---

The challenge before civil society is to weave a number of related principles and compacts regarding human rights into an integrated whole. Similar ideas and principles have emerged from my review of a number of international groups and global organizations concerned with human rights. The opportunity is integration into a common, more coherent framework of human rights change.

This also requires that U.S. civil rights, human rights, environmental groups, governments, NGOs and businesses should take a more active role in this global strategy and work to create more common ground and a shared mindset regarding the strategy.

The critical moment to begin to work collaboratively on these issues is now. Consider the following quote from the Earth Charter. It reinforces this need for collaboration in a compelling way:

*We stand at a critical moment in Earth's history, a time when humanity must choose its future. As the world becomes increasingly interdependent and fragile, the future at once holds great peril and great promise. To move forward we must recognize that in the midst of a magnificent diversity of cultures and life forms we are one human family and one Earth community with a common destiny. We must join together to bring forth a sustainable global society founded on respect for nature, universal human rights, economic justice, and a culture of peace. Towards this end, it is imperative that we, the peoples of Earth, declare our responsibility to one another, to the greater community of life, and to future generations.<sup>12</sup>*

The Earth Charter urges environmental responsibility, peaceful coexistence and respect for life, democracy and justice. It is organized into 16 general headings, each covering a general principle. It has very consistent principles with those found in the Universal Declaration of Human rights.

In May 2008, at the Bonn Biodiversity Conference, leaders from around the world met to reaffirm their commitment to biodiversity around the world. The Convention for Biologic Diversity seeks to address all threats to biodiversity and ecosystem services, including threats from climate change, through scientific assessments, the development of tools, incentives and processes, the transfer of technologies and good practices and the full and active involvement of relevant stakeholders, including indigenous and local communities, youth, NGOs, women and the business community.<sup>13</sup>

Alide Roerink and Mirian Vilela in the publication entitled: *The Earth Charter, GRI and the Global Compact: Guidance to Users on the Synergies in Application and Reporting*<sup>14</sup> write that there are “synergies

---

<sup>12</sup> The Earth Charter was created by the independent Earth Charter Commission, which was convened as a follow-up to the 1992 Earth Summit in order to produce a global consensus statement of values and principles for a sustainable future. For more information, please visit

[www.EarthCharter.org](http://www.EarthCharter.org)

<sup>13</sup> <http://www.cbd.int/convention>

<sup>14</sup> [http://www.earthcharterinaction.org/ECI\\_Business%20GRI%20GC%20FINAL%207%20Feb%202008.doc](http://www.earthcharterinaction.org/ECI_Business%20GRI%20GC%20FINAL%207%20Feb%202008.doc)

and complementarities” in each of these organizations. They highlighted five distinctive characteristics:

1. **Sustainability-oriented.** They seek to integrate economic, social, environmental considerations.
2. **Norms-based.** They are derived in large measure from existing international norms and principles, developed and agreed by governments (e.g., the Universal Declaration of Human rights).
3. **Globally relevant.** They can be used by all organizations, in both developed and developing countries, whether large or small.
4. **Partnership-based.** They encourage a multi-stakeholder approach, engaging the business and civil society sectors, and sometimes public agencies as well, from all corners of the globe.
5. **Voluntary.** To enable greatest flexibility of use and experimentation, the instruments they developed were for voluntary use.

In the end, the approach has to be inclusive, strategic and incorporate the sustainability of human and biological diversity into its tenets.

I will highlight the work of several international organizations in this area in the following sections.

---

#### THE UN MILLENNIUM DEVELOPMENT GOALS

---

The United Nations Millennium Declaration and Goals<sup>15</sup> also provides a useful framework very similar to the Universal Declaration. According to the Millennium Declaration, certain fundamental values are essential to international relations in the 21<sup>st</sup> Century.

These include:

**Freedom.** Men and women have the right to live their lives and raise their children in dignity, free from hunger and from the fear of violence, oppression or injustice. Democratic and participatory governance based on the will of the people best assures these rights.

**Equality.** No individual and no nation must be denied the opportunity to benefit from development. The equal rights and opportunities of women and men must be assured.

**Solidarity.** Global challenges must be managed in a way that distributes the costs and burdens fairly in accordance with basic principles of equity and social justice. Those who suffer or who benefit least deserve help from those who benefit most.

**Tolerance.** Human beings must respect one other, in all their diversity of belief, culture and language. Differences within and between societies should be neither feared nor repressed, but cherished as a precious asset of humanity. A culture of peace and dialogue among all civilizations should be actively promoted.

**Respect for Nature.** Prudence must be shown in the management of all living species and natural resources, in accordance with the precepts of sustainable development. Only in this way can the immeasurable riches provided to us by nature be preserved and passed on to our

---

<sup>15</sup> <http://www.un.org/millennium/declaration/ares552e.pdf>

descendants. The current unsustainable patterns of production and consumption must be changed in the interest of our future welfare and that of our descendants.

**Shared Responsibility.** Responsibility for managing worldwide economic and social development, as well as threats to international peace and security, must be shared among the nations of the world and should be exercised multilaterally. As the most universal and most represent representative organization in the world, the United Nations must play the central role.

---

#### THE UNITED NATIONS GLOBAL COMPACT OFFICE

---

Inclusion and collaboration with the private sector in tackling global issues is imperative. Major corporations and entrepreneurs represent a growing part of the global economy and are vital to any change desired.

In an effort to broaden support of the business community to several UN-sponsored initiatives, the Global Compact office was formed. It invites corporations, entrepreneurs and others to join in voluntary efforts to advance efforts relating to human rights, labor relations, environmental stewardship and anti-corruption measures.

The Global Compact's 10 principles in the areas of human rights, labor, the environment and anti-corruption enjoy universal consensus and are derived from:

- The Universal Declaration of Human Rights
- The International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- The Rio Declaration on Environment and Development
- The United Nations Convention Against Corruption

The Global Compact Office seeks to engage entrepreneurs and companies in furthering the goals of the Universal Declaration of Human Rights. Entrepreneurs are encouraged to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labor standards, the environment and anti-corruption.

This outreach effort provides entrepreneurs and businesses a “chance” to participate in shaping policy and the strategies going forward. They are critical stakeholders in this effort.

---

#### THE GLOBAL REPORTING INITIATIVE<sup>16</sup>

---

The GRI arose out of a joint initiative in 1997 by the Coalition for Environmentally Responsible Economies (CERES) and the United Nations Environmental Programme (UNEP). The GRI's mission is to make reporting on economic, social and environmental aspects of performance as normal and important as financial reporting. The GRI was officially launched in 2002 at a ceremony at the UN Headquarters in New York.

Key elements include:

- ♦ A set of agreed principles and sustainability indicators

---

<sup>16</sup> [www.globalreporting.org](http://www.globalreporting.org)

- ◆ Developed through a global and balanced multi-stakeholder process
- ◆ Governed by a distinguished group of business and civil society leaders
- ◆ Recognized by the 2002 UN World Summit on Sustainable Development (WSSD) and used by over a 1,000 organizations worldwide
- ◆ Available for use by all organizations

This reporting framework has a set of actions specific to human rights. <sup>17</sup> (See reference and link below.)

---

**THE UNIVERSAL DECLARATION OF HUMAN RIGHTS — CLOSE TO HOME<sup>18</sup>**

---

One might ask: ‘How are these principles being applied in the United States? Are we, as a country, leading the way in our support and commitment? What work needs to be done?’ These questions are important to the global dialogue.

We know that the United States has a myriad of laws and regulations regarding equal opportunity and affirmative action. These laws seek to insure equity in employment, housing, education and related areas. They are very related to the broader framework as articulated in the Universal Declaration of Human Rights, but this connection is not widely understood or embraced by civil society in the United States.

However, there is a growing movement in the United States to align civil rights, social justice and environmental advocacy strategies. As part of that movement, many see the international framework created through the Universal Declaration of Human Rights as a worthy umbrella for their efforts.

Concerned over public perceptions regarding affirmative action and related initiatives, many see the alignment to equal opportunity and fairness for mankind as a key part of a future agenda. With increased globalization of work, the UDHR<sup>19</sup> becomes a worthy framework. The Ford Foundation has done consideration research in this area. Larry Cox and Dorothy Thomas, in their introduction to the Ford Foundation’s research report entitled *Close to Home*, wrote:

*Human rights are international ethical standards, approved by the member states of the United Nations, codified into law and imposing specific obligations on all governments including the United States. Written by an international team led by Eleanor Roosevelt shortly after World War II, these rights address the most immediate and basic needs of all human beings and demand the transformation of every society. No less than with other countries, examining the United States through the lens of human rights illuminates persistent inequities in U.S. society and offers an alternative view of how it can and should be changed.<sup>20</sup>*

*The Universal Declaration of Human Rights provides a more strategic and global framework for examining inequity and opportunity in the United States. It can be a model for social change in U.S. in the 21<sup>st</sup> Century. The Declaration provides a more expansive vision, framework, methods and strategy for addressing emerging issues.*

---

<sup>17</sup> [http://www.globalreporting.org/NR/rdonlyres/8EB7E930-F586-49CF-92B9-34833FA3C5C1/0/G3\\_IP\\_HumanRights.pdf](http://www.globalreporting.org/NR/rdonlyres/8EB7E930-F586-49CF-92B9-34833FA3C5C1/0/G3_IP_HumanRights.pdf)

<sup>18</sup> *Close to Home, Case Studies of Human Rights Work in the United States*, Ford Foundation, June, 2004.

<sup>19</sup> UDHR – Universal Declaration of Human Rights

<sup>20</sup> *Ibíd.*

According to *Close to Home* writers, “The single greatest value of employing human rights in the U.S. social justice work is its vision of rights as intrinsic to the status of being human. Indeed, human rights are the expression of what is required to be fully human.” They go further to say that this “is a similar assertion of a more limited set of ‘certain inalienable rights’ that informed the U.S. Declaration of Independence and Bill of Rights.”

Going further they say, “Human rights assert the inalienability of rights in a much broader sense than has been expressed constitutionally. The preamble to the Universal Declaration of Human Rights says that ‘recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world.’”

This provides a broader and more expansive framework for addressing human rights, civil rights and diversity-related issues in the U.S. This framework provides other options and avenues for litigants. Additionally the framework provides interpretive and binding uses of human-rights law which provides stronger protections in many cases to U.S. law.

There is a growing realization that human rights should be employed more strategically in the United States. The U.S. Human Rights Network, a U.S.-based network of over 250 human rights and social justice organizations committed to ending U.S. global impunity and "exceptionalism"<sup>21</sup> is growing in its efforts in the United States.

*Underlying all human rights work in the United States is a commitment to challenge the belief that the United States is inherently superior to other countries of the world, and that neither the U.S. government nor the U.S. rights movements have anything to gain from the domestic application of human rights. Network members believe that the U.S. government should no longer be allowed to shield itself from accountability to human-rights norms and that the U.S. civil, women's, worker, immigrant, LGBTQ, prisoner and other rights movements that stand to benefit, perhaps now more than ever, from an end to U.S. impunity in this regard.*

*The U.S. Human Rights Network was formed to promote U.S. accountability to universal human-rights standards by building linkages between organizations and individuals. The Network strives to build a human-rights culture in the United States that puts those directly affected by human-rights violations, with a special emphasis on grassroots organizations and social movements, in a leadership role. The Network also works towards connecting the U.S. human-rights movement with the broader U.S. social justice movement and human-rights movements around the world. <sup>22</sup>*

Amnesty International in its recently published overview of the human rights in the Americas reports that:

*The UDHR promises freedom from fear and freedom from want, but freedom from want remains illusory for many in the region, both north and south. Despite the astonishing growth in wealth in the past 60 years, entrenched social injustice continues to exclude entire communities from the potential benefits. Millions of people continue to face social exclusion and discrimination. Diverse, multi-faceted and dynamic movements are rising to this challenge, in all parts of the region, and developing a whole new form of activism and empowerment. They are demanding that all the rights set out in the UDHR be made a reality, for all.<sup>23</sup>*

#### **The United States Department of State’s Message on Human Rights:**

<sup>21</sup> [http://www.ushrnetwork.org/about\\_us/coreprinciples\\_goals](http://www.ushrnetwork.org/about_us/coreprinciples_goals)

<sup>22</sup> Ibid.

<sup>23</sup> Amnesty International Report, *The State of the World’s Human Rights*, 2008. <http://thereport.amnesty.org/document/60>

*Promoting freedom and democracy and protecting human rights around the world are central to U.S. foreign policy. The values captured in the Universal Declaration of Human Rights and in other global and regional commitments are consistent with the values upon which the United States was founded centuries ago. The United States supports those persons who long to live in freedom and under democratic governments that protect universally accepted human rights. The United States uses a wide range of tools to advance a freedom agenda, including bilateral diplomacy, multilateral engagement, foreign assistance, reporting and public outreach and economic sanctions. The United States is committed to working with democratic partners, international and regional organizations, non-governmental organizations and engaged citizens to support those seeking freedom.*

*The Bureau of Democracy, Human Rights and Labor, headed by Assistant Secretary David J. Kramer, leads the U.S. efforts to promote democracy, protect human rights and international religious freedom, and advance labor rights globally.<sup>24</sup>*

---

### DISCRIMINATION IN THE AMERICAS<sup>25</sup>

---

The fight for equality is not over in the United States. Much more work has to be done. According to the International Labor Office's report entitled: *Discrimination at Work in the Americas*:

*The diversity of cultures, communities and countries in the Americas as well as the shifting demographics, increased migration for work and rapidly changing business environments have all contributed to bringing the issue of discrimination into focus for society at large.*

*Many traditional forms of discrimination such as gender, race, and religion, linguistic and social origin have seen some important improvements over the past decade. However progress has been uneven throughout the region.*

*The emergence of new forms of discrimination based on genetics, lifestyle, sexual orientation, age, HIV/AIDS and disabilities are increasingly becoming a workplace concern. These forms of discrimination raise important questions about where to draw the line between employers' control over what employees do outside the workplace and people's freedom to lead the life they choose.*

*Discrimination, and its various manifestations in the workplace, is challenging policymakers and businesses to develop strategies that are more responsive to current trends and complexities of the modern work and life balance.*

In their report, *Race & Ethnicity in America – Turning a Blind Eye to Injustice*, the ACLU in their opening remarks wrote:

*Racial and ethnic discrimination and inequality remain ongoing and pervasive in the United States, and the U.S. government has not done enough to address these important problems. Hurricane Katrina exposed to the world many of America's grave, persistent economic and social disparities, and their impact on African-American and other minority communities. U.S. policies and practices at the federal, state and local level*

---

<sup>24</sup> <http://www.state.gov/g/drl>

<sup>25</sup> [http://www.ilo.org/dyn/declaris/DECLARATIONWEB.DOWNLOAD\\_BLOB?Var\\_DocumentID=6810](http://www.ilo.org/dyn/declaris/DECLARATIONWEB.DOWNLOAD_BLOB?Var_DocumentID=6810)

*continue to disproportionately burden the most vulnerable groups in society: racial and ethnic minorities, immigrants and non-citizens, low-wage workers, women, children and the accused*<sup>26</sup>.

As civil society grows more diverse in the United States, they are growing increasingly impatient with the status quo. They want change. This can be seen in the support for the Democratic Presidential Nominee's platform on change. Even more important is the growth of citizen activism and involvement.

This social justice movement is growing. It reflects the desire on the part of private citizens, indigenous groups, private industry, and activists to become more engaged in policymaking and decisions affecting their lives. Frustrated by the current situation an increasingly vocal civil society wants change.

This increasingly diverse society wants everyone to have a chance at a better life.

---

### THE INSTITUTE FOR INCLUSION<sup>27</sup>

---

The challenge in the United States and around the world is not just about representation in decisions affecting one's life, it's in how to make this diverse mix of ethnicity, culture, gender, styles and orientation work. The word often used to reflect this concept is "inclusion."

In the United States, an open-source networking group known as the Institute for Inclusion has organized as a group and is drafting a set of global inclusion principles that they envision being adopted by businesses, governments and civil society in the future. These principles set forth a set of ideas, behaviors and commitments that operationalize the concept of inclusion.

The Institute for Inclusion defines these principles and a set of supporting behaviors as follows:

*The Inclusion Principles serve as a covenant for individuals, organizations, communities and institutions — locally and globally — to realize the Vision of Inclusion as a foundation of their world view and behaviors.*

*By adopting these Principles, we commit our energy and resources to co-creating a positive, interdependent future that brings this vision to life.*

*The Inclusion Principles are a living document that evolves as we work to make them a reality.*

*We will:*

- ◆ *Build a foundation of respect, fairness, justice, and equity.*
- ◆ *Recognize and broaden the spectrum of human differences as a source of strength.*
- ◆ *Enhance our individual and collective competence to collaborate across cultures and groups.*
- ◆ *Build systems, processes and procedures that support and sustain inclusion.*
- ◆ *Bring individuals' talents, skills and perspectives together to complement and enrich each other.*
- ◆ *Promote interdependence as essential to adapting to changing work, environmental and societal conditions.*
- ◆ *Foster teamwork to yield higher levels of productivity, creativity and results.*

---

<sup>26</sup> U.S. *Violations of the Conventions on the Elimination of All Forms of Racial Discrimination*, Race and Ethnicity in America Report, ACLU, 2007.

([http://www.aclu.org/pdfs/humanrights/cerd\\_full\\_report.pdf](http://www.aclu.org/pdfs/humanrights/cerd_full_report.pdf))

<sup>27</sup> [www.InstituteforInclusion.org](http://www.InstituteforInclusion.org)

- ◆ *Learn and continue to grow from living the Inclusion Principles.*
- ◆ *Ensure those impacted by decisions are systematically included in the dialogue.*
- ◆ *Report progress and learning in applying the Inclusion Principles.*

---

## ENGAGING CITIZENS IN GOVERNANCE

---

A number of experts and writers are commenting on the growth in governance and engagement by civil society. This is being witnessed, as stated earlier, in the U.S. presidential campaigns. This engagement is being accelerated by the internet and social networking sites. Such sites are becoming a “tipping point” for future social activism and help to bring the grassroots community into the process. A number of organizations are developing strategies to simplify the process of citizen engagement.

In 2004, Carolyn J. Lukensmeyer, president and founder of AmericaSpeaks, said “the time has come to build this kind of democratic participation on a whole new scale — to ensure that millions of Americans routinely engage in national-level policy deliberations on key issues, and that decision makers truly listen to what they have to say.”<sup>28</sup> Her organization has developed a relatively novel approach of civic engagement which could be considered on a more global scale. In the report she offers a blueprint for getting there which includes the following steps:

1. **Issue framing.** Focus on truly pressing issues that speak to their everyday concerns. Make the materials accessible, but neutral, non partisan and fair.
2. **Convene a National Discussion.** Use a diverse set of approaches including interactive video, social networks, and the internet which allows a large number to participate. Start with large centralized forums. She mentions six approaches – multiple large-scale forums, large-scale localized town meetings, proxy dialogues. What comes to mind is a concept like American Idol in which presentations are made and the public gets to vote on choice. She discusses other approaches such as online deliberations, community forums and self-facilitated discussions (conducted in homes or places of work supported by discussion leader kits).
3. **Bringing the results to Decision-makers and Sustaining Citizen Involvement.** Create a national discussion website which provides options for getting involved; from signing petitions to joining like-minded advocacy groups could be employed. Through this process the strongest national priorities could be compiled through an online data base and reported to decision makers at all levels of government.

The internet is changing the way the political process is evolving. This change is allowing many more on the grassroots level to weigh in on issues impacting them. Consider the comments of the authors on the website “Thirty-thousand.Org”:

*The diverse views and values of the American people are currently being homogenized within super-sized political districts resulting in the election of politicians rather than Representatives. These elected politicians rarely represent or champion clearly defined principles; instead, many function as career conciliators who can derive greater success through mediocrity than by bravely advancing principles.<sup>29</sup>*

---

<sup>28</sup> *Millions of Voices – A Blueprint for Engaging The American Public in National Policy-making*, AmericaSpeaks, [www.americaspeaks.org](http://www.americaspeaks.org), 2004.

<sup>29</sup> <http://www.thirty-thousand.org>

Access to opportunity is getting easier and the average citizen is getting more involved as a result. The way politics and communication of issues has been done in the past is being radically retooled. This retooling is giving civil society a better “chance” in making sure their desires are known.

---

## SOCIAL NETWORKING AS A CONDUIT FOR CHANGE

---

A number of consultants and change agents are recognizing how the internet is becoming a powerful tool for grassroots organizing and change. Paul Hawken talks about this as a vehicle in the greatest movement that people didn't see coming. Additionally, Peter Block references this phenomenon in his book on community.

One online community, Change.Org, is focused on helping to accelerate progress in a number of areas. This group is one of a number of such groups that are emerging and flexing their political will and muscle. Policy makers using traditional means to garner support will find themselves out in the cold if they do not fully understand the power and impact of social networking tools and sites.

Consider these comments from the website of Change.Org:

*Today as citizens of the world, we face a daunting array of social and environmental problems ranging from health care and civil rights to global warming and economic inequality. For each of these issues, whether local or global in scope, there are millions of people who care passionately about working toward a solution but have no way of connecting with each other to advance a common goal.*

*Change.org aims to transform social activism by serving as the central platform that connects likeminded people, whatever their interests, and enables them to exchange information, share ideas, and collectively act to address the issues they care about.*

*To augment the power of the grassroots networks that develop through Change.org, we help connect these networks to the many nonprofit organizations that are already working to advance worthy causes around the world — over 1 million in total. We facilitate dialogue and collaboration by creating a social network around each nonprofit, thereby allowing people to participate in ways never before possible — by posting ideas and suggestions, engaging in direct dialogue, and organizing communities of donors, volunteer events, and rallies.*

*What we are proposing, in short, is a fundamental change in the way people engage in social issues. We hope you'll join us in transforming this vision into reality.<sup>30</sup>*

Social networking sites are taking a “chance” that civil society will embrace these new tools as powerful levers in social justice and activism.

---

## IN SUMMARY — FORGING A NEW UNITY OF PURPOSE

---

As the United Nations celebrates the 60<sup>th</sup> Anniversary of the Universal Declaration of Human Rights, a new era in civic engagement is emerging. This new era is one of increased connectedness, an increasingly shared destiny and diminishing resources.

This emerging era is one of a growing global middle class. With increased wealth and prosperity, these civil societies around the world are becoming consumers of many of the products and services that had previously been exclusive to western society. This will likely exacerbate the demand for oil, food, land and other natural resources. It will also accelerate global warming, depletion of natural

---

<sup>30</sup> [www.Change.org](http://www.Change.org)

resource and carbon emissions. Biodiversity will become as important in the future as human diversity.

The challenge for all of mankind will be how to develop more collaborative strategies under a common mindset. Emerging cultures will need to be valued, respected and included in the decisions that impact their daily lives. Human Rights must be a cornerstone of any policy-making framework.

As we reflect on the myriad of organizations and themes about equality and human rights one thing is clear. The world will not sit quietly while turmoil and inequality continue. Nor can one entity develop solutions in a vacuum or that are solely unilateral. Solutions must be based on a collaborative and global approach.

As Amnesty International has pointed out: *The UDHR is as relevant a blueprint for enlightened leadership today as it was in 1948. Governments must recommit themselves to human rights.*

*Restless, angry and disillusioned people will not remain silent if the gap continues to widen between their demand for equality and freedom and their governments' denial. Popular discontent in Bangladesh at the steep rise of rice prices, disturbances in Egypt over the price of bread, post--electoral violence in Kenya and public demonstrations in China on evictions and environmental issues are not just examples of popular concern about economic and social issues. They are signs of a seething cauldron of grassroots protest at the betrayal of their governments' promise to deliver justice and equality. To a degree almost unimaginable in 1948, today there is a global citizens' movement that is demanding their leaders recommit themselves to upholding and promoting human rights.<sup>31</sup>*

The world is being given "another chance" to get the human rights framework right. Leaders in the United States and around the rest of the world ignore it at their peril.<sup>32</sup>

The question remains: Will we give human rights another chance?

Effenus Henderson  
July 2008

---

<sup>31</sup> <http://thereport.amnesty.org/eng/introduction>

<sup>32</sup> Ibid.

---

## ABOUT THE AUTHOR

---

**Effenus Henderson,  
Chief Diversity Officer - Weyerhaeuser Company**



Effenus Henderson is the Chief Diversity Officer for Weyerhaeuser Company, Federal Way, Washington. In this role he is responsible for overseeing workforce representation, EEO, diversity, and inclusion activities for over 37,000 employees globally. As Chief Diversity Officer, he advises the CEO and senior management team on diversity related matters and is an internationally recognized expert in the area.

He serves as Trustee, on the National Urban League Board and is a member of its Executive Committee. Additionally, he serves on the Board of the Western Region, Boy Scouts of America and was awarded the Whitney Young Award for outstanding service in the community by the Boy Scouts of America. He also serves the Northwest Advisory Council for the United Negro College Fund.

He serves as a member of the Board of Advisors, School of Business, Florida A & M University. He is Chair for the Attrition Retention Consortium which studies turnover trends in corporate America, and is a member of the Institute for Inclusion, a think tank organization researching diversity and inclusion.

He was named as one of the top diversity officers in corporate America by Diversity Best Practices / Working Mother Media and received one of the organization's first Diversity Officer Leadership Awards in 2007.

In October 2007 he addressed members of the General Assembly of the United Nations on intercultural and interreligious diversity. He also addressed a high level panel at the United Nations first forum of the Alliance of Civilizations in Madrid, Spain in January of 2008.

He was one of 100 Global Diversity Thought Leaders invited by the president of the Society of Human Resource Management to a special forum in April 2008 to provide a perspective on the future of global diversity and inclusion.

He is a graduate of North Carolina Central University with a BA in Psychology, has done further study at East Carolina University in business administration and is a graduate of the Stanford University Executive Program.

He is married to Helen Henderson and has three sons - Kevin, Justin and Marcus. All are Eagle scouts and graduates of Morehouse College.

# ANOTHER CHANCE

---

## APPENDIX AND RELATED INFORMATION

Overview  
Of the  
Universal Declaration of Human Rights

United States Department of State, Bureau of Democracy, Human Rights, and Labor  
Three Key Principles to its Work on Human Rights

United States Department of State, Bureau of Democracy, Human Rights, and Labor  
Guiding Principles on Non-Governmental Organizations

### **Further Reading**

The Sustainability Handbook: The complete management guide to achieving social, economic and environmental responsibility, William R. Blackburn (2007)

Corporate Social Responsibility: An Implementation Guide for Business, IISD, 2007  
[http://www.iisd.org/pdf/2007/csr\\_guide.pdf](http://www.iisd.org/pdf/2007/csr_guide.pdf)

---

## OVERVIEW OF THE UNIVERSAL DECLARATION OF HUMAN RIGHTS

---

### **Article 1.**

All human beings are born free and equal in dignity and rights. They are endowed with reason and conscience and should act towards one another in a spirit of brotherhood.

### **Article 2.**

Everyone is entitled to all the rights and freedoms set forth in this Declaration, without distinction of any kind, such as race, color, sex, language, religion, political or other opinion, national or social origin, property, birth or other status. Furthermore, no distinction shall be made on the basis of the political, jurisdictional or international status of the country or territory to which a person belongs, whether it is independent, trust, non-self-governing or under any other limitation of sovereignty.

### **Article 3.**

Everyone has the right to live, have liberty, and security of person.

### **Article 4.**

No one shall be held in slavery or servitude; slavery and the slave trade shall be prohibited in all their forms.

### **Article 5.**

No one shall be subjected to torture or to cruel, inhuman, or degrading treatment or punishment.

### **Article 6.**

Everyone has the right to recognition everywhere as a person before the law.

### **Article 7.**

All are equal before the law and are entitled without any discrimination to equal protection of the law. All are entitled to equal protection against any discrimination in violation of this Declaration and against any incitement to such discrimination.

### **Article 8.**

Everyone has the right to an effective remedy by the competent national tribunals for acts violating the fundamental rights granted him by the constitution or by law.

### **Article 9.**

No one shall be subjected to arbitrary arrest, detention or exile.

### **Article 10.**

Everyone is entitled in full equality to a fair and public hearing by an independent and impartial tribunal, in the determination of his rights and obligations and of any criminal charge against him.

### **Article 11.**

(1) Everyone charged with a penal offence has the right to be presumed innocent until proved guilty according to law in a public trial at which he has had all the guarantees necessary for his defense.

(2) No one shall be held guilty of any penal offence on account of any act or omission which did not constitute a penal offence, under national or international law, at the time when it was committed. Nor shall a heavier penalty be imposed than the one that was applicable at the time the penal offence was committed.

**Article 12.**

No one shall be subjected to arbitrary interference with his privacy, family, home or correspondence, or to attacks upon his honor and reputation. Everyone has the right to the protection of the law against such interference or attacks.

**Article 13.**

- (1) Everyone has the right to freedom of movement and residence within the borders of each state.
- (2) Everyone has the right to leave any country, including his own, and to return to his country.

**Article 14.**

- (1) Everyone has the right to seek and to enjoy in other countries asylum from persecution.
- (2) This right may not be invoked in the case of prosecutions genuinely arising from non-political crimes or from acts contrary to the purposes and principles of the United Nations.

**Article 15.**

- (1) Everyone has the right to a nationality.
- (2) No one shall be arbitrarily deprived of his nationality nor denied the right to change his nationality.

**Article 16.**

- (1) Men and women of full age, without any limitation due to race, nationality or religion, have the right to marry and to found a family. They are entitled to equal rights as to marriage, during marriage and at its dissolution.
- (2) Marriage shall be entered into only with the free and full consent of the intending spouses.
- (3) The family is the natural and fundamental group unit of society and is entitled to protection by society and the State.

**Article 17.**

- (1) Everyone has the right to own property alone as well as in association with others.
- (2) No one shall be arbitrarily deprived of his property.

**Article 18.**

Everyone has the right to freedom of thought, conscience and religion; this right includes freedom to change his religion or belief, and freedom, either alone or in community with others and in public or private, to manifest his religion or belief in teaching, practice, worship and observance.

**Article 19.**

Everyone has the right to freedom of opinion and expression; this right includes freedom to hold opinions without interference and to seek, receive and impart information and ideas through any media and regardless of frontiers.

**Article 20.**

- (1) Everyone has the right to freedom of peaceful assembly and association.
- (2) No one may be compelled to belong to an association.

**Article 21.**

(1) Everyone has the right to take part in the government of his country, directly or through freely chosen representatives.

(2) Everyone has the right of equal access to public service in his country.

(3) The will of the people shall be the basis of the authority of government; this shall be expressed in periodic and genuine elections which shall be by universal and equal suffrage and shall be held by secret vote or by equivalent free voting procedures.

**Article 22.**

Everyone, as a member of society, has the right to social security and is entitled to realization, through national effort and international co-operation and in accordance with the organization and resources of each State, of the economic, social and cultural rights indispensable for his dignity and the free development of his personality.

**Article 23.**

(1) Everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment.

(2) Everyone, without any discrimination, has the right to equal pay for equal work

(3) Everyone who works has the right to just and favorable remuneration ensuring for himself and his family an existence worthy of human dignity, and supplemented, if necessary, by other means of social protection.

(4) Everyone has the right to form and to join trade unions for the protection of his interests.

**Article 24.**

Everyone has the right to rest and leisure, including reasonable limitation of working hours and periodic holidays with pay.

**Article 25.**

(1) Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control.

(2) Motherhood and childhood are entitled to special care and assistance. All children, whether born in or out of wedlock, shall enjoy the same social protection.

**Article 26.**

(1) Everyone has the right to education. Education shall be free, at least in the elementary and fundamental stages. Elementary education shall be compulsory. Technical and professional education shall be made generally available and higher education shall be equally accessible to all on the basis of merit.

(2) Education shall be directed to the full development of the human personality and to the strengthening of respect for human rights and fundamental freedoms. It shall promote understanding, tolerance and friendship among all nations, racial or religious groups, and shall further the activities of the United Nations for the maintenance of peace.

(3) Parents have a prior right to choose the kind of education that shall be given to their children.

**Article 27.**

(1) Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.

(2) Everyone has the right to the protection of the moral and material interests resulting from any scientific, literary or artistic production of which he is the author.

**Article 28.**

Everyone is entitled to a social and international order in which the rights and freedoms set forth in this Declaration can be fully realized.

**Article 29.**

(1) Everyone has duties to the community in which alone the free and full development of his personality is possible.

(2) In the exercise of his rights and freedoms, everyone shall be subject only to such limitations as are determined by law solely for the purpose of securing due recognition and respect for the rights and freedoms of others and of meeting the just requirements of morality, public order and the general welfare in a democratic society.

(3) These rights and freedoms may in no case be exercised contrary to the purposes and principles of the United Nations.

**Article 30.**

Nothing in this Declaration may be interpreted as implying for any State, group or person any right to engage in any activity or to perform any act aimed at the destruction of any of the rights and freedoms set forth herein.

**The United States Department of State, Bureau of Democracy, Human Rights, and Labor (DRL) applies *three key principles* to its work on human rights:**

**First**, *DRL strives to learn the truth and state the facts* in all of its human rights investigations, reports on country conditions, speeches and votes in the UN, and asylum profiles. Each year, DRL develops, edits, and submits to Congress a 5,000-page report on human rights conditions in over 190 countries that is respected globally for its objectivity and accuracy. DRL also provides relevant information on country conditions to the Immigration and Naturalization Service and immigration judges in asylum cases.

**Second**, *DRL takes consistent positions* concerning past, present, and future abuses. With regard to past abuses, it actively promotes accountability. To stop ongoing abuses, the bureau uses an "inside-outside" approach that combines vigorous, external focus on human rights concerns (including the possibility of sanctions) with equally robust support for internal reform. To prevent future abuses, it promotes early warning and preventive diplomacy. Each year DRL ensures that human rights considerations are incorporated into U.S. military training and security assistance programs; promotes the rights of women through international campaigns for political participation and full equality; conducts high-level human rights dialogues with other governments; coordinates U.S. policy on human rights with key allies; and raises key issues and cases through diplomatic and public channels.

**Third**, *DRL forges and maintains partnerships* with organizations, governments, and multilateral institutions committed to human rights. The bureau takes advantage of multilateral fora to focus international attention on human rights problems and to seek correction. Each year, DRL provides significant technical, financial, or staff support for U.S. delegations to the annual meetings of several international human rights organizations; conducts regular consultations with Native American tribes and serves as the Secretary's principal advisor on international indigenous rights issues; maintains relations with the UN High Commissioner on Human Rights; and supports the creation of effective multilateral human rights mechanisms and institutions for accountability.

**Guiding Principles on Non-Governmental Organizations  
Bureau of Democracy, Human Rights, and Labor  
December 14, 2006**

Recognizing that non-governmental organizations (NGOs)\* are essential to the development and success of free societies and that they play a vital role in ensuring accountable, democratic government,

And recalling the right to freedom of expression, peaceful assembly and association enshrined in the UN Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the UN Declaration on Human Rights Defenders,

We hereby pledge our commitment to the following principles and our determination to work for their full implementation throughout the world:

1. Individuals should be permitted to form, join and participate in NGOs of their choosing in the exercise of the rights to freedom of expression, peaceful assembly and association.
2. Any restrictions which may be placed on the exercise by members of NGOs of the rights to freedom of expression, peaceful assembly and association must be consistent with international legal obligations.
3. NGOs should be permitted to carry out their peaceful work in a hospitable environment free from fear of harassment, reprisal, intimidation and discrimination.
4. Acknowledging governments' authority to regulate entities within their territory to promote the public welfare, such laws and administrative measures should protect--not impede--the peaceful operation of NGOs and be enforced in an apolitical, fair, transparent and consistent manner.
5. Criminal and civil legal actions brought by governments against NGOs, like those brought against all individuals and organizations, should be based on tenets of due process and equality before the law.
6. NGOs should be permitted to seek, receive, manage and administer for their peaceful activities financial support from domestic, foreign and international entities.
7. NGOs should be free to seek, receive and impart information and ideas, including advocating their opinions to governments and the public within and outside the countries in which they are based.
8. Governments should not interfere with NGOs' access to domestic- and foreign-based media.
9. NGOs should be free to maintain contact and cooperate with their own members and other elements of civil society within and outside the countries in which they are based, as well as with governments and international bodies.
10. Whenever the aforementioned NGO principles are violated, it is imperative that democratic nations act in their defense.

\*As used here, the term NGOs includes independent public policy advocacy organizations, non-profit organizations that defend human rights and promote democracy, humanitarian organizations, private foundations and funds, charitable trusts, societies, associations and non-profit corporations. It does not include political parties.

## The Imaginal Cell Story

The caterpillar's new cells are called 'imaginal cells.'  
They are so totally different from the caterpillar cells  
that his immune system thinks they are enemies... and gobbles them up.

But these new imaginal cells continue to appear. More and more of them!  
Pretty soon, the caterpillar's immune system  
cannot destroy them fast enough.  
More and more of the imaginal cells survive.  
And then an amazing thing happens!

The little tiny lonely imaginal cells start to clump together  
into friendly little groups.  
They all resonate together at the same frequency,  
passing information from one to another.  
Then, after awhile, another amazing thing happens!

The clumps of imaginal cells start to cluster together!  
A long string of clumping and clustering imaginal cells,  
all resonating at the same frequency,  
all passing information from one to another there inside the chrysalis.

Then at some point,  
the entire long string of imaginal cells  
suddenly realizes all together  
that it is something different from the caterpillar.  
Something new! Something wonderful!  
...and in that realization  
is the shout of the birth of the butterfly!

Since the butterfly now "knows" that it is a butterfly,  
the little tiny imaginal cells  
no longer have to do all those things individual cells must do.  
Now they are part of a multi-celled organism—  
A FAMILY who can share the work.

Each new butterfly cell can take on a different job—  
There is something for everyone to do.  
And everyone is important.  
And each cell begins to do just that very thing it is most drawn to do.  
And every other cell encourages it to do just that.

A great way to organize a butterfly!"

\*Adapted Version of Nori Huddle's story from her book, Butterfly