

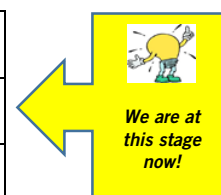


Shaping Amnesty International's next Strategic Goals – phase 2 consultation guide

Amnesty International's next overarching strategy will cover four years and run from 2016 to 2019. It will be presented in the form of 'Strategic Goals' which will replace our current Integrated Strategic Plan.

The final Strategic goals will be adopted at the International Council Meeting (ICM) in August 2015. There are three phases of consultation leading up to this point as follows:

Consultation phase 1	Analysis about our context and priorities	Feb – May 2014
Consultation phase 2	First draft for consultation	Aug – Oct 2014
Consultation phase 3	Second draft for consultation (draft ICM resolution)	Jan – May 2015



Why is phase 2 so important and how will feedback be used?

We are now in Phase 2 of the consultation. This is the critical point at which we are sharing concrete proposals for our next strategic priorities within the Amnesty International movement and, very importantly, with external stakeholders across the world.

Feedback received during this phase will be used to refine the proposals for the draft ICM resolution which will contain the final version of the Strategic Goals. So now is the key time to make sure we are on the right track and to make any necessary adjustments.

This document is divided into two parts. Part I summarises the proposals and Part II provides some tips on how to make the most of this opportunity to engage external stakeholders in our 'conversation' about Amnesty International's future.

Part I – Summary of the proposals

The full proposals are set out in *Towards Amnesty International's Next Strategic Goals (2016-19)* (POL 50/016/2014) but we have prepared a summary below to help Amnesty staff and board members explain these to external audiences.

The proposals are based on many discussions and more than 50 written submissions received in phase 1, draft outcomes prepared by more than 20 working groups in July, collective analysis of our external context (see below) and the agreed decision-making criteria (see below) focusing on (i) the gravity of the issue, (ii) our "value add", (iii) our ability to work on the issue across regions and at multiple levels; and (iv) the high possibility of positive impact.

When considering and explaining the proposals to others it is important to concentrate on the *content* of the proposals – the precise format and level of specificity of the Strategic Goals will be determined over the coming months.

The proposals are organized as follows:

- 1. Exercising fundamental freedoms – a world in which people know their rights and can claim them**
Covers: human rights education; improved protection of freedom of expression (offline and online), assembly and a safer environment for human rights defenders and people's organizations
- 2. Securing rights for all – a world in which human rights are enjoyed equally**

<p>Covers: reduced discrimination and identity based violence; improved realization of economic, social and cultural rights; increased recognition by states of the legally binding nature of economic, social and cultural rights; new understandings of human rights approaches to tackling inequality</p> <p>3. Responding to crisis – <i>A world in which people are protected during crisis</i></p> <p>Covers: international exposure of human rights abuses in crisis contexts; reduced transfers of arms and military, security police equipment where these are likely to be used to abuse human rights; increased access to safety for people fleeing persecution and crisis</p> <p>4. Ensuring accountability – <i>a world in which governments and other actors are held accountable for human rights violations</i></p> <p>Covers: stronger human rights governance and accountability at the national level; stronger regional and international rights machinery for when governments fail to protect human rights; accountability for human rights abuses amounting to international crimes; and corporate accountability for human rights abuses</p> <p>5. Increasing our organizational effectiveness – <i>We will be a truly global human rights movement of people defending rights for all and embracing innovation</i></p> <p>Covers: movement growth (people/income) and improved digital capabilities/presence</p>
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How do the proposals differ from our current Integrated Strategic Plan?

In addition to being more outcome-oriented, the proposals involve a narrower focus and shifts in emphasis as follows:

- A stronger focus on challenging **crackdowns** on rights including constriction of freedom of expression, assembly and association and a fuller programme of work on **digital rights**
- A more explicit, exploratory focus on **inequality and its deeper causes** to complement our long-standing focus on anti-discrimination and a renewed commitment to “**downstream**” realization of **economic, social and cultural rights** at the national and local levels through strengthened enforceability
- A step increase in efforts to strengthen **human rights governance** with a particular focus on pressuring key influential countries to engage more positively and proactively on human rights on the global stage
- A narrower focus on **criminal justice sectoral reforms, arms control** (with a focus on implementation of the Arms Trade Treaty in our crisis work), and **torture** which will be worked on in the context of crises, crackdowns and discrimination
- Work on the **death penalty**, which will remain very important in specific parts of the movement and is a signature issue for Amnesty International, will be pursued outside of the Strategic Goals as we stocktake our achievements and consider how best to deliver ongoing work towards abolition

Part II – How to consult as widely as possible

Who do we want to hear from in phase 2?

We are looking forward to receiving feedback on the proposals from Amnesty International members, activists, staff and board members. We are also relying on staff and board members to proactively engage with external stakeholders including rights holders and communities, human rights defenders, partner organizations, academic experts, consultants working in the human rights field, relevant advocacy and campaigns targets, media contacts, and “critical friends”.

What do we want to know?

The consultation document contains a number of general and specific questions. Questions relating to growth targets and local relevance should be answered by all sections and structures, but otherwise you should feel free to ask and answer questions as appropriate. We have indicated where the views of external stakeholders will be especially valuable but you should not feel constrained by this. Some key questions are set out below but we also welcome views on other issues.

When making any suggestions about how to improve the proposals, please stay focused on the need to identify and make a case for the specific *outcomes* that Amnesty International should seek to deliver in the 2016-19 period. The agreed decision-making criteria will be useful for these purposes.


<p>Key questions for the movement and external stakeholders:</p> <ul style="list-style-type: none">✓ <i>Do you broadly agree with the content of the proposals?</i>✓ <i>Are the proposals sufficiently focused? If they are too broad, what should be left for other actors and why?</i>✓ <i>Are there any major and particular opportunities for impact in 2016-19 that we would miss under the proposals?</i>✓ <i>Which 1-2 issues offer the best opportunities for global or regional campaigns in 2016-19?</i>✓ <i>How can gender perspectives be strengthened?</i>
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Questions for our sections and structures specifically:

- ✓ *Is there adequate scope within the proposals for locally relevant work in your country?*
- ✓ *What are your membership growth targets for each year of the 2016-19 period broken down by the Standard Action categories? What are your growth targets for young people?*
- ✓ *What are your income growth targets for the 2016-19 period broken down according to funding stream?*

Engagement suggestions

Be creative! As well as helping us to make the right choices about our next priorities, this is a great opportunity to promote active participation, attract new members and activists, and build relationships with external stakeholders.

Ideas for consulting external stakeholders	Ideas for consulting within the movement
 <p>Please help to publicise the simple digital survey to as many people as possible - members, supporters, activists, rights-holders, colleagues from other civil society organisations, and anyone else interested in Amnesty International or in human rights.</p> <p>The survey takes 5 minutes and asks questions about where we can make the greatest difference in 2016-19, whether people agree with our general proposals and which issues are most likely to inspire people to take action.</p> <p>The survey will be available from the end of August at www.amnesty.org in English, with other languages to follow shortly. The survey will be available until 17 October 2014.</p>	
<ul style="list-style-type: none"> ➤ Promotion of the digital survey via social media and the of your Amnesty International website. Ask activists to s word online ➤ Focus groups with rights holders and communities ➤ Meetings with partner organizations and human rights d ➤ Semi-structured interviews with donors and/or key staff organizations ➤ Informal discussions with civil society colleagues and/or targets on the fringes of conferences or other meetings 	<ul style="list-style-type: none"> ➤ Debates and workshops at AGMs. Try an ideas board! ➤ Focus groups and telephone interviews with activists ➤ Online discussion forums for members and activists ➤ Agenda items at local group and board meetings ➤ Sub-regional, regional and inter-regional meetings ➤ Staff meetings and interactive workshops – you might w external guest speakers ➤ Discussion boards in the office or via online tools ➤ Newsletter articles and emails summarising the proposa promoting the digital survey to members and activists ➤ Facebook group discussions

Other helpful tools to support phase 2 consultation

- *Towards Amnesty International's Next Strategic Goals (2016-19)* (POL 50/016/2014) – main consultation document
- Template PowerPoint presentation (POL 50/018/2014) – for AGM, board and member workshops and discussions
- Decision-making criteria (POL 50/020/2014) – for discussions about what we should and should not prioritise
- *The World We See Ahead* – situational analysis for the Strategic Goals (POL 50/017/2014)
- The “home” for the Strategic Goals on the Intranet – for all the key consultation documentation, inputs from phase 1, recordings of the “meta” trend events, links to external trends analyses, strategic plans from other organizations and much more: <https://intranet.amnesty.org/wiki/display/StrategicGoals/Strategic+Goals+Landing+Page>

Where to send inputs

Phase 2 runs until 31 October 2014 but we encourage earlier responses if possible. Feel free to use whatever format is easiest for you but make sure to indicate whose views are represented. All inputs should be sent to strategicgoals@amnesty.org. This address should also be used for any suggestions, comments or requests for help.

What happens next?

Your feedback will inform the draft ICM resolution to be shared in January, which will contain the next version of the Strategic Goals to be debated and finalised at the ICM in August 2015. We look forward to hearing your thoughts.

Your strategic goals • your conversation • get involved!