

DEVELOPING AMNESTY'S #NEXTSTRATEGY

AMNESTY
INTERNATIONAL



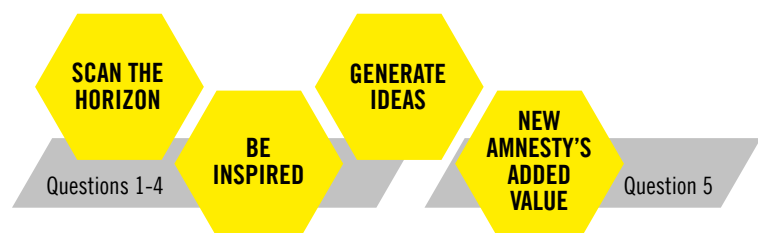
Suggested approach to guide idea generation

HOW TO GENERATE IDEAS IN 4 MOVES

Ideation is the process through which you come up with solutions to concrete challenges. To help us design our new strategy, we are calling for ideas that are BOLD and COURAGEOUS. This short document outlines some suggestions on a methodology you could use when working with colleagues, peers and partners to source answers and ideas to the five key questions.

We suggest starting with a conversation on the NOW: what is it that we have, what is happening out there, before you move into a conversation about the FUTURE: what do we want to plan for and build for.

You can do this in 4 moves – focusing first on the first four questions, and finally discussing Amnesty's added value (question 5).



MOVE 1: SCAN THE HORIZON – GET READY

As a group share: what are the trends, challenges or opportunities we see today that might affect the future? This can be looking at the big picture (of the world, your region, your country) or looking at your most specific context (your city, your locality). Depending on your time available, you can choose to do this for each of the first four questions individually or across all of the issues we are trying to cover.

Amnesty's Secretary General, Kumi Naidoo, has prepared a think piece for entities to use as a starting point in horizon scanning. It outlines the most urgent human rights trends emerging globally, and provides a viewpoint on the world we see today. You can find it on the SharePoint platform.

As you scan the horizon, try to map out visually all you share. Discuss with the group what emerges and ask probing questions.

- For example, for *question 1* this might look like: 'What do powerful public and private actors respond to today? What makes them listen these days? What other ways have people found to claim/ enjoy their rights in practice when the powerful don't listen?'
- For *question 2* this might look like: 'What narratives on how to fix our world are gaining traction out there? Who is proposing them? What narratives remain invisible? How are people's ideas and behaviours formed by these narratives? In which spaces does this happen?'

This will help you focus your viewpoint on the challenges/problems at hand.

MOVE 2: INSPIRATION POINT – WARM UP TO SOLUTIONS

As a group share: what are others – individuals, collectives, organisations, movements – doing that is inspiring, or smart, or strategic? These examples can also come from groups and people we don't agree with. As above, you can do this question by question or as an overarching discussion.

You can add post-it notes on an inspiration 'wall', and ask follow-up questions.

- For example, for *question 3* this might look like: 'What great examples of co-ordination between movements have you seen recently? How have others responded quickly to events and managed to shape the debate?'
- For *question 4* this might look like sharing your own stories of when you have felt safe and valued inside an organisation or group or example of other who have managed to build diverse movements

This will help you open-up to all that is possible.

MOVE 3: GENERATE IDEAS

Now you will be ready to come up with ideas to answer the first four questions. You can use these prompts to spark your imagination:

- 'If you were to start Amnesty International today, how would you do this?'
- 'What would be the most unusual and unexpected way of doing this for an organisation like Amnesty?'

You can even set an 'idea target' for your group – say 'we need to come up with 50 ideas'. First take a few minutes to individually write (or draw!) all ideas you can think of on pieces of paper and then share them all on a wall or table and keep adding.

Once you have reached your target number – start filtering: 'What are some of our best ideas? Why?'

MOVE 4: AMNESTY'S ADDED VALUE

Once you have generated ideas on the first four questions, select your best ideas and put them together. Imagine now you were to build from scratch an Amnesty International that can deliver on the big ideas and ways of working you have come up with – while working alongside and complementing the broader eco-system of social change actors of the future. What would it look like? To answer these questions, you can follow these three steps:

1) THINK ABOUT AMNESTY INTERNATIONAL TODAY:

- What would you say AI is leading on now?
- What does it have most impact on? What is Amnesty's added value when it enters a "crowded" issue?
- What is the unique role it plays in the broader human rights and social justice movements?

You can answer this by selecting a particular theme or a tactic/approach it uses very effectively. For example: you might feel Amnesty currently leads on the issue of torture because of its unique research expertise, or that its added value is its capacity to publicly mobilise members and activists.

YES...AND!

At this stage we need quantity of ideas, we need possibilities for the future. So - practice saying more 'yes and' adding to others' ideas, rather than 'but' and coming up with reasons why an idea will not work. For example:

Say: - 'We can create reading groups that spread new narratives in every city'.

'Yes, and those groups can host facebook live sessions to reach audiences behind their comfort zone – Yes and those groups can be spreading voice messages through whatsapp'

Don't say: 'That will never work before no one likes to read any more'

At a later stage in the strategy design process we will synthesise the ideas that have had most support and we will test to see which ones are more feasible, innovative, impactful. Now it is time for quantity!

2) THINK ABOUT AMNESTY INTERNATIONAL OPERATING IN 2035:

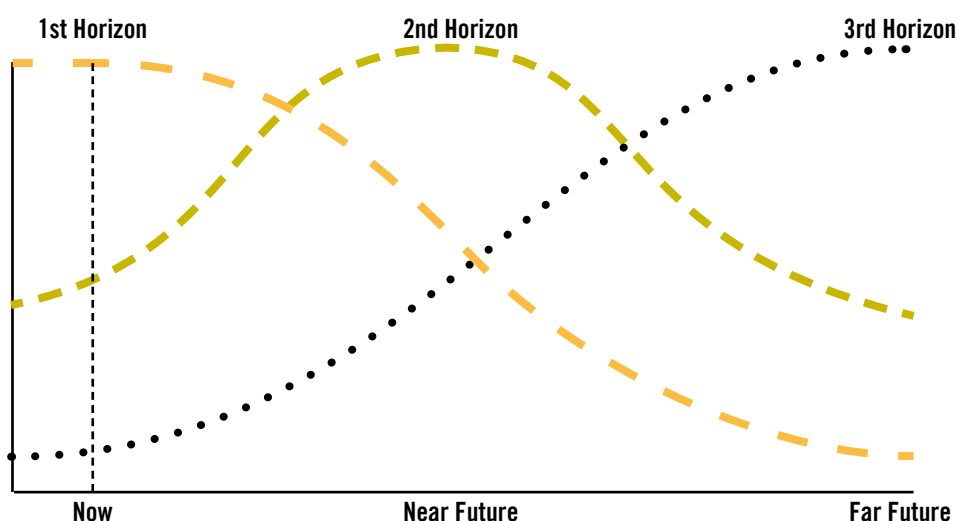
- What would it be leading on within the realm of social change?
- What would it be supporting others on?
- What would be its unique role in the eco-system of movements and organisations?
- Outline why this should be Amnesty's future, what is it about your vision of the world in 2035 that suggest this direction?

For example: you might feel Amnesty should become a world leader on the issue of the right to health because of an aging population and declining health systems. Or you might feel Amnesty should lead on creating and supporting new grassroots' movements because of the way young people will "organise" in the future without NGO affiliation.

3) THINK ABOUT AMNESTY INTERNATIONAL IN OUR NEXT STRATEGIC PERIOD:

- For AI to transition from now to your envisaged future, what areas of work should Amnesty lead on starting from 2021?
- Which areas of work should Amnesty support others on?
- What role does it need to play in the broader social change eco-system?

You can create the following diagram on a big piece of paper or whiteboard and run a workshop following this methodology.



IDEAS ON HOW TO APPROACH ANSWERING THE QUESTIONS

The four moves outlined above are meant to provide guidance to anyone who is interested in developing answers to these questions in a participatory way. The methodology can be used and adapted depending on the amount of time and capacity available.

- You have 15 minutes: choose one question and probe answers from the individual or small group you are engaging with. This can be during a meeting with a partner, a phone call with a supporter, an interview with a human rights defender.

Focus on the question that is most relevant to the situation and remember to use 'active listening' ([learningguide-activelisting pdf](#)). An opening line could be 'How might



Amnesty be able to change people's attitudes and perceptions in relation to this issue?

- You have 1 to 2 hours: choose the big question that most matters to your group/team/network and run an 'ideas generation' session.
- You have half to 1 day: choose two or more questions or all five of them.

Depending on numbers in your group you can split into smaller groups for one hour or more and each small group tackles one question area using MOVES 1 -3 above.

You could then rotate the questions to build on each groups' ideas (so that everybody gets to ideate on each questions) using a basic world café methodology (www.mspsguide.org/tool/world-cafe). You can then bring it altogether using the 'Amnesty's added value' – MOVE 4.

RESOURCES PAGE

For any further assistance or support please get in touch with the **Global Strategy & Impact Programme** at globalstrategy@amnesty.org.

SharePoint Input Platform: <https://oneamnesty.sharepoint.com/sites/AISDPTGSI/SitePages/2019StrategicGoalsConsultation.aspx>

Public Online Space: (available from March)

For further support on:

Idea Generation <https://mobilisationlab.org/wp-content/uploads/2017/03/CA-create-final.pdf>

Inclusive Facilitation <http://rhizome.coop/resources/>

& <https://www.seedsforchange.org.uk/facilitationmeeting>

Inspiration <https://www.openglobalrights.org/>

& <https://mobilisationlab.org/stories/>

More links with resources for running successful sessions will be shared on the external platform (March)

THANK YOU FOR HELPING TO BUILD AMNESTY'S FUTURE!