

DESIGNING AMNESTY'S NEXT GLOBAL STRATEGY



FULL SYNTHESIS REPORT

INPUT PHASE

FEB – JULY 2019

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INTRODUCTION

Between March and July 2019, Amnesty conducted a global and participatory listening exercise asking its members and supporters, national entities, IS staff, and external partners what they thought should be Amnesty's future direction of travel. [Five key questions](#) were asked across our movement and all responses were collated through written submissions and a [global online survey](#).

This report pulls together and presents the input received across the consultation stakeholder groups. It aims to highlight areas of consensus and contention as well as point to key suggested directions of travel for the WHAT and the HOW of AI's next strategy.

DATA SET AVAILABLE & METHODOLOGY

Our global listening exercise involved:

5	Sections
3	
2	
5	IS programmes & teams
11	Amnesty global networks / cross-organisational groups
74	External partners

The input phase generated a total of 163 written submissions: 53 from national entities, 26 from IS offices and programmes, 11 from AI global networks and 74 from partner NGOs and other external organisations (i.e. funders, NGOs, UN offices).

Overall, we went through and categorised over 50,000 words and the hundreds of ideas that came through. A specialist software for qualitative data analysis was used to guarantee transparency and consistency. There is an heavier representation of Europe in the national entities data reflective of Amnesty's presence (just short of half the input is from Europe – 22 out of 53 entities). There is a roughly even spread in the geographical base or focus of partners' submission.

The open nature of the consultation questions means that seemingly low support for a certain direction (i.e. where you see a low percentage) doesn't necessarily point to disagreement (as there were no closed, yes/no questions) but is linked to the percentage of the respondents that on their own initiative referred to a certain direction of travel (i.e. it is an indication of what is on the top of people's minds).

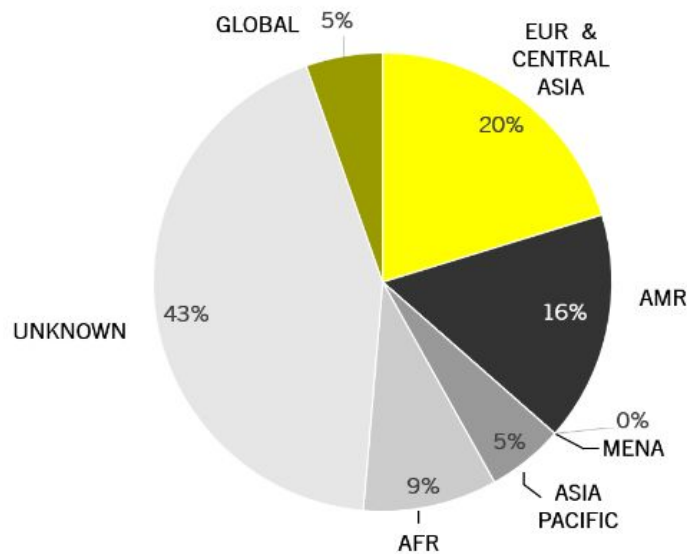
The full data set can be accessed here for those with access to SharePoint: [Link to dataset](#)

NEXT STRATEGY SUBMISSIONS

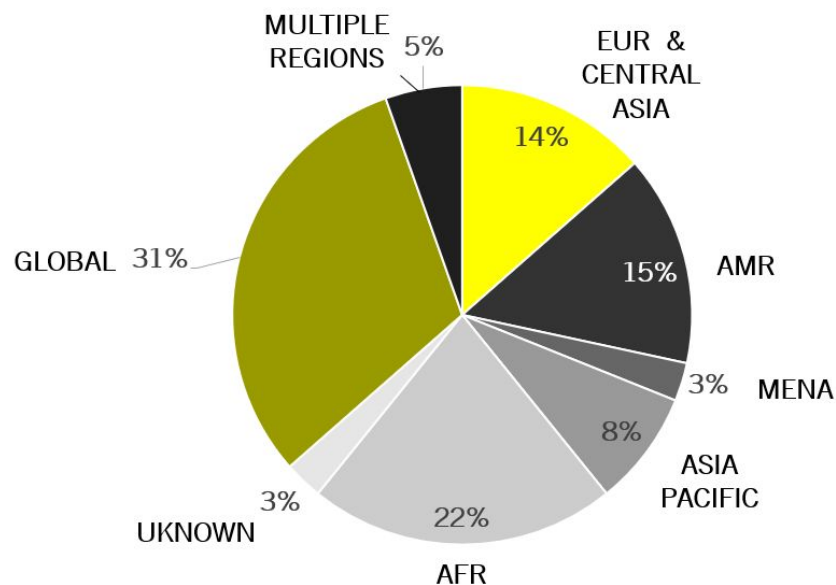
PARTNERS INPUT

We have received 74 submissions by a wide variety of partners, from grass roots organizations, national NGOs, to international networks, funders, and UN bodies. An additional submission was the result of the Americas Regional Forum on the Rights of Indigenous Peoples in which representatives of a variety of indigenous organizations from the region participated.

REGION WHERE EXTERNAL RESPONDENTS ARE BASED



REGION WHERE EXTERNAL PARTNERS' WORK IS FOCUSED



AMNESTY'S VISION - PARTNERS' PRIORITIES FOR THE FUTURE

AMNESTY

In general, partners see AI as a crucial organization in the broader human rights movement. This means AI should define its global strategy, as well as its local, regional or thematic strategies and projects in dialogue with its partners. Partners invoke AI to establish its added value, and work through coalitions and partnerships, to strengthen the overall ecosystem of human rights. In general, partners see AI more as a supporting and enabling organization of this ecosystem, rather than as a movement that by itself should lead mobilization.

Below are the top shifts partners suggest to AI's strategic model, to intensify the already important contribution of AI to the broader human rights ecosystem:

- 1) **Strengthening its role of partner, enabler and capacity builder** – by investing in capacity building, sharing tools, and even facilitating financing, as well as by actively legitimizing other movements and struggles.
- 2) **A turn to the local** – focusing work on empowering and complementing local processes, including upscaling or giving visibility to these struggles on a global level, but also by contributing to community-based solutions and capacity building of local actors. *Partners do insist, it is crucial that such a local turn respects the ownership and lead by local organizations, whilst AI plays an enabling and supporting role. This does not mean abandoning our global identity, tools and tactics, which are widely recognized as our added value. But it does mean, connecting them better to the local, through more bottom-up and people powered ways of working. In a sense the message is becoming a more **global organization**.*
- 3) **Revising the combinations of tactics AI uses to achieve change** – a variety of AI tactics are highly valued. Partners clearly state that activism, mobilization and capacity building can be as important as advocacy and research. In all tactics, the same message of bottom up modes of working, and the embeddedness of strategies and narratives emerge. Each situation will require different combination of tactics.
- 4) **Facilitating connections and alliances** – as AI is a global and highly connected organization, it can play a role of facilitating connections between movements or linking different local processes.
- 5) **Becoming a more horizontal partner** – by involving partners and rights holders in strategy design and evaluation, by building long term alliances focused on change, and by sharing resources and capacities to the broader movement (which means de-branding part of our work). Partners insist AI should recognize and celebrate contributions by partners and grass roots actors more actively.
- 6) **Increasing work on non-state actors** with particular attention for transnational companies, but also addressing their financiers (like banks and pension funds).
- 7) **Moving beyond the traditional language and frameworks of human rights** – by connecting to issues on environmental sustainability and social-economic problematics, as well as enriching the western notion of human rights, with other notions of social justice and dignity. Narrative should focus on people's struggles and experiences, highlighting experiences of hope, resilience and solutions.
- 8) **Increasing internal diversity, decentralization and empowerment** - Partners clearly state that a more diverse and decentralized Amnesty will be more capable of building alliances and add value to the broader eco-system of human rights. Therefore, internal diversity should be at the core of all bodies and levels of Amnesty International, including the recruitment of staff, as well as of its growth strategy.

WHAT ISSUES SHOULD AMNESTY LEAD ON, SUPPORT ON, OR DROP?

Analysis: Partners see **freedom of expression**, and particularly work in support of **HRDs**, as the main area where AI should lead. Partners suggest AI should give more priority to **human rights education**, and particularly the **strengthening of capacities of its partners**. Partners do see an important role for AI in the fields of **ESCR** (particularly on issues related to social exclusion, poverty and inequality) and of **Environment and Climate Change**, which is the main category where AI is suggested to support, but also mentioned in areas where AI should lead. There is general support for work on **Gender, Discrimination, and Business and Human Rights**, whilst **Crisis and Conflict** has been mentioned by few partners who did put forward AI's leadership on the issue as crucial. Alongside general global priorities, some issues are strongly suggested on a regional level, like the work on **indigenous peoples in the Americas**, or work on **discrimination or the death penalty in Asia**.

AMNESTY'S APPROACH TO WORK

Analysis: Partners propose that Amnesty go **local and support grassroots actors and local NGOs** through capacity building, upscaling and legitimising of their cases and struggles, linking different movements, mobilising international solidarity, and contributing to community-based solutions. Partners insist it is crucial that such a **local turn respects the ownership and lead by local organisations**, whilst Amnesty plays an enabling and supporting role. Although our partners value the international human rights framework, a significant part of partners suggest going beyond this in two, not mutually exclusive, ways: i) adopting a more **systemic framework** that questions dominant socio-economic systems engaging with social justice and environmental sustainability; or ii) having dialogues with **non-western notions of justice and dignity**. Root cause and intersectional approaches connect these perspectives. Finally, partners are clear on the necessity of addressing **non-state actors**, whose power in the contemporary world has grown significantly.



53% of partners (39 out of 74) commented on Amnesty's approach to social change. This includes key points such as:

- **Be embedded in local processes:**
 - 88% (34 out of 39) of partner respondents indicated that Amnesty needs to be better embedded in local processes to be able to mobilise more people, contribute more directly to social change, but also to have our global messages embedded in local realities. Some partners indicated that Amnesty is particularly effective in upscaling and empowering local processes to access national or international institutions, media and public opinion.
- **Go beyond the traditional human rights framework:**
 - Whilst some partners insist on the centrality of the human rights framework as the basis for Amnesty's work, 41% of partners (16 out of 39) suggest that Amnesty go beyond the international human rights framework by assuming a more systemic framework that includes environmental sustainability and social justice to allow questioning of the socio-economic system as well as a dialogue with non-western notions of justice and dignity.
- **Widen work on non-state actors:**
 - 16 out of 39 (41%) of these partners also suggest that Amnesty should widen its work on non-state actors, particularly transnational companies as well as financial entities.

Some partners also mentioned the importance of long-term work using a root causes approach as well as using a perspective and approach of intersectionality in the work that Amnesty does to better connect the interrelations of the different forms of discrimination related to gender, race, sexuality and other realities.

HOW SHOULD WE TALK ABOUT HUMAN RIGHTS?

Analysis: Partners suggest a communication strategy for Amnesty that is **people-centred**, which includes giving a platform for the struggles and voices of HRDs, showing examples of hope, success and resilience. This should overcome only having a legal approach to human rights. At the same time, partners clearly suggest building a **systemic narrative that goes to the roots of injustice** by addressing socio-economic inequality and exclusion and environmental sustainability.

61% (45 out of 74) partners referred specifically to how Amnesty should talk about human rights. There were a few main comments and suggestions:

- **Put people at the centre:**
 - 42% (19 out of 45) of partners refer to the importance of putting people at the centre of communication by telling real-life stories of the strength and resilience of HRDs, connecting human rights violations to the everyday life of the general public, and by giving a platform to diverse voices. This includes focusing on stories of hope and success, offering solutions and alternatives.
- **Build a systemic narrative on root causes of injustice:**
 - Going beyond a traditional human rights framework to build a systemic narrative on root causes of injustice was referred to by 36% (16 out of 45) of partners. This specifically refers

to including environmental sustainability and social justice to allow the questioning of the dominant socio-economic systems so that it can relate to people more.

- **Make language more accessible; to address new audiences:**
 - The accessibility of our languages and human rights vocabulary was also referenced by some partners. Specifically, that Amnesty should avoid only using legal or formal language on human rights and incorporate other languages and vocabulary of dignity and justice. This would also help to address other audiences as Amnesty could have specific messages and tools for specific audiences, particularly for young people or segments of the population that do not agree with Amnesty perspectives.

One partner stated this question in a thought-provoking manner:

Is Amnesty promoting a narrative of human rights, which is Western-centric and elitist or is Amnesty ready to embark upon contributing to make human rights narratives more plural and receptive/responsive to the narratives and views of the sectors of the world population most affected by destitution and suffering from historic dispossession and oppression?

AMNESTY'S HUMAN RIGHTS TOOLBOX

Analysis: Partner feedback suggests the revision of the way in which we combine tactics and distribute our resources accordingly. Partners clearly state that **activism, mobilisation and capacity building** can be as important as advocacy and research. In all tactics, the same message of **bottom-up** ways of working and embedding strategies and narratives emerges. A clear image of Amnesty as an **organisation that strengthens partners, enables their strategies, works through coalitions and shares its resources and brand** with the broader human rights movement is presented by our partners.

Coalition building is the most mentioned tactic, but it is analysed separately in the section on *Amnesty's approach to the broader human rights ecosystem*. **Communication** is the second most mentioned tactic and is outlined in the chapter on *How should we talk about human rights?* Of the partners that commented on Amnesty's use of individual cases, partners understood this as cases to address bigger and more structural issues but at the same time some partners indicated concern of overshadowing the collective nature of struggles. Furthermore, Legal and Policy analysis was referenced by a few partners, particularly in regard to promoting changes in legal frameworks and policies. Very few partners mentioned Strategic Litigation, however, it is very much linked to advocacy. Below the other main tactics will be outlined in more detail.

ADVOCACY

54% (40 out of 74) of partner respondents mentioned advocacy as important. This included:

- **Highlighting international advocacy:**
 - 38% of partners highlight the specific value of international advocacy, where Amnesty can open channels and address targets that are more difficult to engage for local and national NGOs. Amnesty is also seen as a main builder and defender of the international human rights order, which is increasingly under pressure.
- **Supporting civil society organisations' advocacy strategies:**

- Another 38% of partner respondents insist that Amnesty's approach to advocacy should be in supporting other civil society organisations' struggles by boldening their advocacy strategies.
- **Shaping public policies on a national level:**
 - Some partner respondents (30%) emphasise the crucial role of Amnesty in shaping public policies on a national level. This is the only explicit and consistent reference to the national level in the consultation with partners.
- **Develop strategies to assure implementation and accountability:**
 - A few partner respondents (15%) underline the importance of not only advocating for public policies for example, but to develop strategies to assure implementation and accountability, as we increasingly see promising legislation not being implemented.

Very few comments were made on corporate engagement in terms of partnerships but rather as a target of advocacy.

ACTIVISM

42% (31 out of 74) of partner respondents commented on the importance of activism and mobilization for Amnesty's work. Broadly speaking, two opinion groups can be identified. Although they are not mutually exclusive, they might indicate emphasis the following in our strategy:

- **Importance of the local sphere for activism:**
 - The first and bigger opinion group insists on the importance of the local sphere for activism and mobilization and its capacity to obtain human rights gains. This includes the importance of local ownership of activism and mobilization, either by Amnesty actions adding value to local movements or by Amnesty mobilizing its members in localized cases and struggles. In either case, the messages should emerge from and resonate with local agendas. This would also mean that Amnesty offers concrete possibilities of actions that its members can do to express solidarity because solutions to human rights issues will not always come from state intervention; the concrete solutions need to be community-based.
- **Added value of Amnesty's activism is on an international level:**
 - Some partners state that the main added value of Amnesty's activism is to generate international solidarity, particularly making local cases visible at a global level to global institutions, media and other audiences. This closely links to (international) advocacy.

CAPACITY BUILDING/HRE

41% of partner respondents (30 out of 74) think Amnesty should work and lead on Human Rights Education (HRE) and capacity building. However, many different understandings of HRE are proposed by partners, which highlights that Amnesty should clarify, and possibly revise, its own strategy regarding this. The main suggestions are as follows:

- **Strengthen capacities of HRDs:**
 - Of the partners that mentioned capacity building, 47% (14 out of 30) express the priority of Amnesty strengthening the capacities of Human Rights Defenders (HRDs) and social movement leaders, especially on local and grassroots levels.
- **Broader processes of HRE:**
 - Many partners also think that Amnesty should implement broader processes of human rights education directed towards new parts of society, with the objective of spreading and strengthening a culture of human rights (43%)

- **Invest in partners' capacities:**
 - 37% of partners (11 out of 30) think that Amnesty should invest more in strengthening capacities and training partners, which includes transferring knowledge and sharing tools and best practices from Amnesty's own work.

Other points that were mentioned by partners included capacity building specifically for members and supporters, prioritising getting HRE into formal educational systems, and proposing that HRE continues to have a strong youth focus.

MEMBERSHIP GROWTH

Of the tactics mentioned, 38% (28 out of 74) of partners commented on membership growth, reflecting the ambiguous relationship of our partners to our membership growth strategies. In any case, our partners relate growth directly to:

- **Public actions:**
 - Our partners relate growth directly to our public actions and capacity to create change. Growth will happen if we act and create change, and if we create opportunities for members to act and mobilise.
- **Diversifying the movement:**
 - Some partners state that our growth should be done by becoming a more diverse movement, particularly integrating HRDs and social movements as well as youth more.

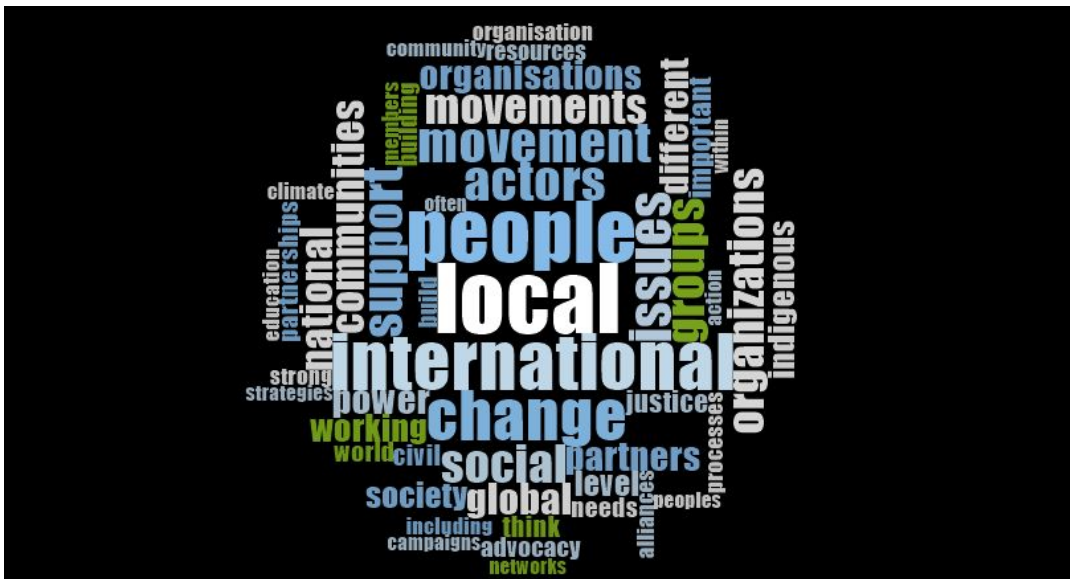
RESEARCH

Only 23% (17 out of 74) partners specifically talked about the importance of research for Amnesty but as this sample is not very big, it is hard to make a statistics-based comment. It is important to note that the importance of research are mainly thinktanks or academic organisations based in the Global North. One main point that did emerge was that research should be:

- **Non-extractive & locally embedded:** Several comments talked about the importance of non-extractive and locally embedded research. This is particularly focusing on the importance of recognising the participation and contributions of partners as well as their participation in agenda-setting.

AMNESTY'S APPROACH TO THE BROADER HUMAN RIGHTS ECOSYSTEM

Analysis: Partners think that Amnesty provides a very important contribution to the broader human rights ecosystem as a crucial actor that links struggles and processes but also adds value through its resources and institutional capacities. Partners suggest four main shifts to improve its contribution to the human rights ecosystem which include: **i) going local**, focusing work on empowering and complementing local processes; **ii) facilitating alliances**, as Amnesty is a highly connected and global organisation it can make connections between movements; **iii) strengthening its role of enabler and capacity builder**, which includes an investment in capacity building and actively legitimising other movements and struggles; and **iv) becoming a more solidary and horizontal partner**, which includes a more participatory approach to strategy design, evaluation, as well as sharing resources/capacities with the broader human rights ecosystem (including de-branding).



Logically, partnerships and coalitions were the tactic most referred to by partners (89% - 66 out of 74). All the main ideas and comments suggest that Amnesty should go more local in the human rights ecosystem. This specifically includes:

- **Connecting different movements:**
 - 55% (36 out of 74) of partners stressed that Amnesty should aim to strengthen alliances and coalitions. This includes playing a crucial role in connecting different struggles, either within a movement or between movements. Due to Amnesty's high level of connectivity, Amnesty can promote international solidarity, but also share learnings from different struggles.
- **Strengthening partners and grassroots actors:**
 - Partners (52% - 34 out of 74) also referred to different ways Amnesty could strengthen and enable its partners and grassroots actors more. Many partners consider that Amnesty should

prioritise the capacity building and training of its partners on the issues and tactics Amnesty has expertise on. This will also mean Amnesty has a crucial role in accessing other audiences and targets, like international institutions, corporate actors, journalists and the media, faith groups, trade unions, women, or LGBTI+ people.

- **Building more horizontal partnerships:**
 - 25 out of 74 (36%) of partners state that Amnesty should build more horizontal relationships with partners, which means that Amnesty should not see partners as instruments or that our brand makes partners' work invisible. Instead Amnesty should share its resources and put its brand and reputation at service to these movements. This includes active leadership and participation of rights holders and partners in the work that is being done.

A quote that summarises this well from a partner respondent is that:

Partnerships with social movements promoting social change in different areas are, we believe, necessary for the evolution of the human rights movement...for alliances to be effective and lasting, the human rights movement must consolidate its work with the sectors that take forward these demands, providing tools such as research, strategic litigation and advocacy to strengthen those alliances and those actors and protect human rights defenders on the ground.

INTERNAL WAYS OF WORKING, LEADERSHIP & GOVERNANCE

Analysis: Partners clearly state that a more **diverse** and **decentralised** Amnesty will be more capable of building alliances and add value to the broader eco-system of human rights. Therefore, **internal diversity** should be at the core of all bodies and levels of Amnesty, including the **recruitment** of staff, as well as its **growth strategy**.

95% of partner respondents (70 out of 74) commented on Amnesty's ways of working, with specific interest in the internal diversity of Amnesty. The main points related to ways of working included:

- **Actively promoting a more diverse staff:**
 - When talking about Amnesty's internal diversity, actively promoting a more diverse staff was seen as a key point for partners. This implies assuring that no non-conscious bias exists in recruitment processes and promoting procedures and criteria to hire more diverse people, particularly from marginalised communities and human rights defenders. Specific groups to include that were mentioned were people with disabilities, youth, children, indigenous peoples, and migrants.
- **Diversifying member base:**
 - Some partners also explicitly mention the importance of diversifying the members of the Movement, particularly insisting on the importance of incorporating human rights defenders and social movement activists in the membership of Amnesty. This will ensure Amnesty becomes more diverse and less elitist.
- **Promoting space spaces:**

- A main practice that partners mentioned to allow for more diversity is to promote safe spaces and mechanisms to revise the internal practices and culture of Amnesty, particularly for staff. This way, Amnesty can 'practice what you preach' and promote coherence between external messages and internal practices.
- **Use more bottom-up participatory processes:**
 - Some partners commented on Amnesty's approach to planning and internal collaboration and most insist on the importance of bottom-up participatory processes of strategy design to ensure work is locally embedded. This was linked to further decentralisation and empowerment of sections and members to allow more effective alliances and collaboration with local movements.
- **Diversify leadership:**
 - Of the partners that commented on leadership and governance in Amnesty, most partners insist on the importance of a diverse leadership in all levels of the organisation. This includes human rights defenders and leaders of marginalised groups in Amnesty leadership, regional representation on the global leadership, and youth participation in leadership.
- **Youth focus:**
 - Linked to the point above, some partners referred to the importance of a specific strategy directed towards youth in terms of leadership, communication strategies, human rights education, and participation in other Amnesty tactics like research or advocacy.

A partner summarised these ideas in ways of working with an interesting suggestion below:

Shifting values and engendering solidarity is not an easy or immediately achievable task. Again, it requires a lot of decentralised grassroots work. It also requires resources directed toward bringing that decentralised network together in common places to coordinate their actions. There is also a theory I appreciate known by some as 'organisational dualism', which allows for broad mechanisms (say, an AGM) which are open source - open to all members. This is paralleled by a progressive core team of about 15 people who are very dedicated (sometimes it is a clandestine group). The job of this team is to stay radical in method and objectives so as to ensure the larger group mechanisms don't easily get diluted in the general consensus of the bigger, more moderate group.

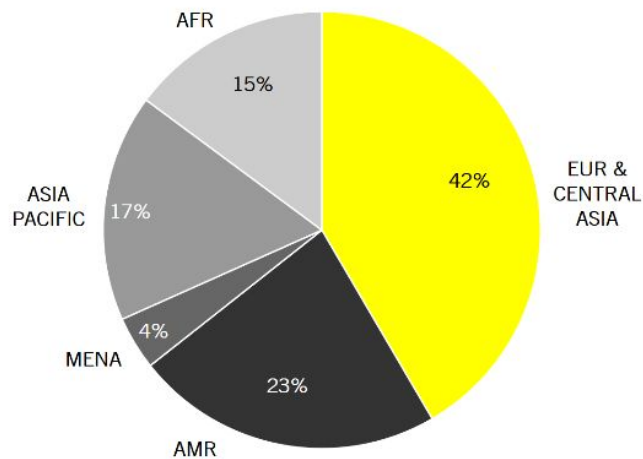
NEXT STRATEGY SUBMISSIONS

NATIONAL ENTITIES (NEs)

INPUT

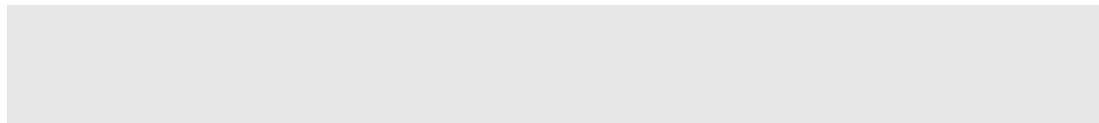
From National Entities a total of 53 submissions have been received on the [#NextStrategy internal platform](#). Majority of the NE respondents are from the Europe region (22 out of total 53 submissions) followed by the Americas and Africa as can be seen below.

REGION WHERE SECTION RESPONDENTS ARE BASED



AMNESTY'S VISION - THE KIND OF ORGANISATION WE WANT TO BE OR BECOME

National entities associate the following words with the Amnesty we need to become:

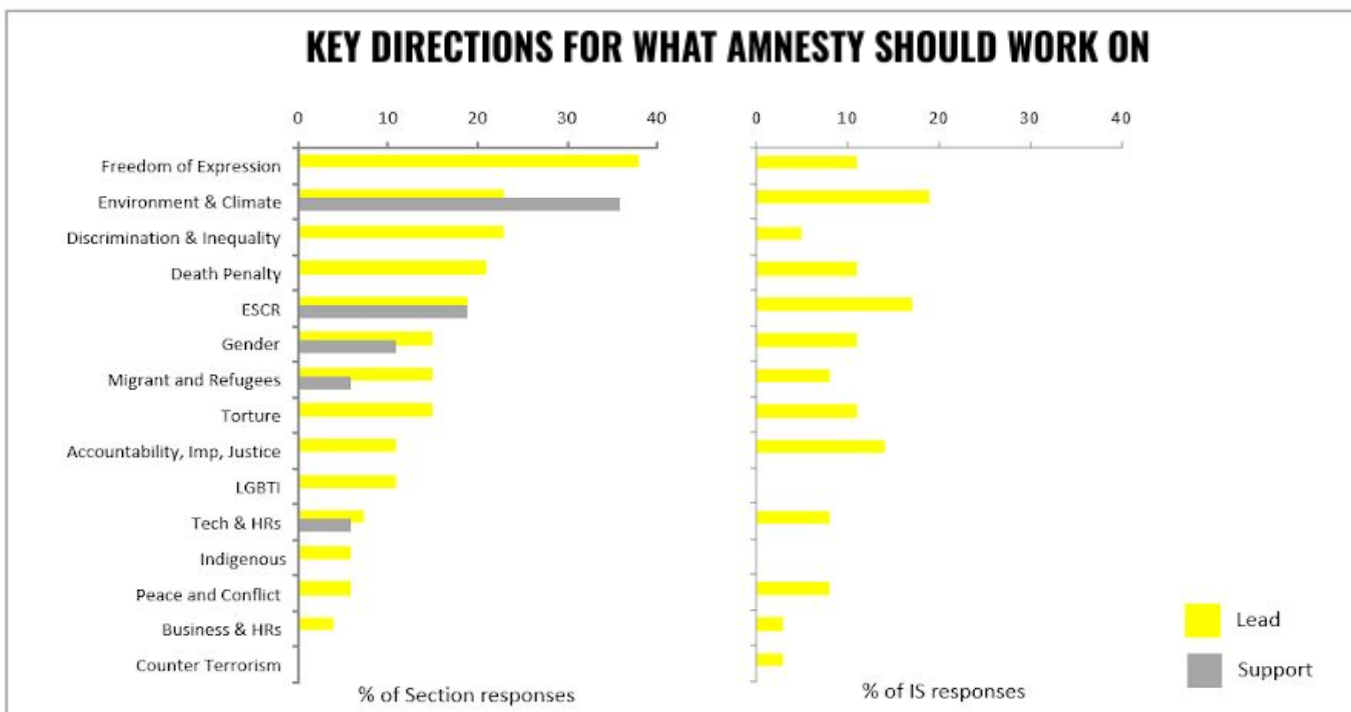


Local - Grassroots - Enthusiastic - Courageous – Bold- Humble - Honest – Forceful -Consistent - Welcoming
- Unifying – Enthusiastic - Flexible - Perseverant -People-Centred - Grounded – Timely, Forthcoming,
Proactive Trust

- **Freedom of expression and association** - this was an area seen as part of Amnesty's 'DNA' and core/fundamental to our work. It was seen as an area where we have expertise, a reputation, and a clear role to play due to the increasing erosion of civic space (38% of NE respondents)
- **Discrimination** - The fight against discrimination is seen as fundamental, similarly to freedom of expression. The work around discrimination has earned Amnesty worldwide recognition and something that we should keep focusing on to keep with our mission. Discrimination was mostly linked to race, origin, faith, gender or sexual orientation as well as a few mentioning children and disability rights. (23% of NE respondents)
- **Death penalty** - Another area that is seen as fundamental to Amnesty is the work on death penalty because Amnesty is seen as one of the few credible interlocutors on the issue (21% of NE respondents)
- **ESCR** - an area with an equal split between lead or support (19% of NE respondents), but those who say we should lead in this area explained that the rise of socio-economic inequality is one of the most pressing issues that we need to confront. ESCRs impact most people on a daily basis and can therefore provide an opportunity to engage with broader audiences as well as working on the root causes of violations. Amnesty Ireland describes this as: "*ESC rights such as housing/land rights, discrimination, etc. should continue and increasingly be a priority for AI as these rights are seen by many governments as 'lesser rights' than CPRs [civil and political rights]. This would both build support for our work as they are usually perceived as the rights that impact most people on a daily basis and would also address many root causes of human rights violations*". Respondents mentioned we should lead on this referred to housing, evictions, land rights, education, poverty, and injustice.
- **Gender** - 15% of NE respondents state that we should lead on gender but acknowledging that it should work with others in a very considerate way without trampling CSOs and affected communities and their work in this area.
- **Migrants and refugees** - is another area of work that NE respondents say we should lead in, especially with the worsening of climate change and inequality. (15% of NE respondents)
- **Torture** - mostly European NEs indicate that we should lead on work regarding torture (15% of NE respondents).
- **Technology and human rights** - This is an area that emerges with around 8% of NE respondents indicating it as an area we should lead on.
- **Accountability, impunity and justice** - According to 11% of NEs, this is an area of work we need to lead on.
- **Peace and conflict** - is an area where a small portion of NEs (6%) say that we should lead.
- **Business and human rights** - this is an area of work that is not mentioned much, but from those who do (4% of NEs) they consider it an area Amnesty should lead on.
- **Support on**
 - **Environment and climate change** - emerges as an area where Amnesty should support others with as, although it is the most pressing issue humanity is confronted with, we do not have the expertise required to lead and should therefore strengthen existing work and introducing human rights language / framework into the debate. (36% of NE respondents)
 - **ESCR** - As an equal split of NE respondents (19%) indicated ESCR should be an area of work we lead on and support. Those who said we should support explain it by the fact that so many other organisations have been working on this, so we should collaborate with them and provide

specific skills like law and policy advice, campaigning, as well as simply adding more legitimacy to these issues by calling them human rights issues.

- **LGBTI+** - 11% of NE respondents stated that Amnesty should support others working on LGBTI+ as we have seen the most impact when working in a collaborative manner with LGBTI+-rights organisations.
- **Indigenous people** - This was also an area of work where it was deemed that Amnesty should support rather than lead due to others with more experience (6% of NE respondents).
- **Drop**
 - There are no major trends in regard to what areas of work to drop, however 25% of all NE respondents (15 out of 53) mentioned something about dropping an area of work. This included rethinking or abandoning our work on death penalty, abandoning sexual and reproductive rights as it is a matter of the state, or dropping LGBTI+ rights.



AMNESTY'S APPROACH TO WORK

HOW CAN WE MAKE CHANGE HAPPEN?

Analysis: NEs respondents discuss four main areas in terms of how we can make change happen. The one that gets most attention and consensus is to **improve power analysis** to identify appropriate targets and develop sophisticated routes to influence them. There is **less consensus on adopting a systems analysis** with some entities supporting it strongly as vehicle to do more transformative and long-lasting work, while others suggest that this type of analysis might divert us from our focus to the HR framework.

NEs also point to the need to **balance short-term wins with long terms strategies**. Flowing from this, there are competing suggestions as to which **criteria should guide the selection of locally relevant work**: prioritizing the interests of those suffering socio-economic inequality, prioritizing issues that can gain popular support across divides or prioritizing issues that will enable us to retain our already existing membership. These choices are not mutually exclusive, but they do appear as possible tensions depending on the country context. There is wholesome agreement though that are work should be more **people-centered** and that we can only win if we take people with us and if we support people exercise their own agency.

HOW SHOULD WE TALK ABOUT HUMAN RIGHTS?

90% of NE respondents (48 out of 53) discuss improving our communications and changing the way we

Analysis: For NE respondents it was clear that Amnesty should **bring human rights to people's everyday lives**, emphasise unity and shared humanity, use solution and hope-based communications which includes communicating wins and successes. To achieve this, **language must be simplified and accessible** and should use emotive, personable and relatable content through social media for example.

communicate about human rights as a key element for our next strategy. This includes the following shifts in the way we communicate:

- **Bring human rights to people's everyday lives:**
 - This is the most supported idea from NE respondents, that we must bring human rights close to people's everyday concerns, lives, realities and cultural contexts and stop treating them as something abstract or only useful to only a few people. This is linked to explaining why we should focus on human rights, using language that resonates with human rights as a positive force, and open-up to different perspectives that are non-Western, middle-class, and even neo-colonial.
- **Emphasise unity and shared humanity:**
 - The second most supported idea is that we must put emphasis on unity, shared humanity and what we have in common including reclaiming the idea of community and belonging, as well as

the notions of family and community that are appropriated by conservative forces. This means we must not play into polarisation but be moralising, partisan and not elitist.

- **Solution and hope-based communications:**
 - Another suggestion made by some NE respondents (8) on how we should talk about human rights was that we should do better at communicating solutions and macro-alternatives for a better world. This links very closely to focusing on hope-based communications that is courageous and timely.
- **Communicate wins and successes:**
 - Some NE respondents (7) also emphasised the need to give more energy in communicating wins and successes (with humility), including examples where situations have been resolved through human rights – not only wins coming directly from AI's work.

To achieve the points mentioned above, NE respondents stated that Amnesty must:

- **Simplify and make language accessible:**
 - 52% (24 out of 48) NE respondents stated that we must simplify our language. This translates to making it accessible, providing more clarity, making complex issues digestible without oversimplifying, and avoiding legal or technical terminology. It is often connected with producing short and (audio-)visual outputs and aligning to the aesthetics of young people. This shift is seen as key for reaching majority audiences, low-income communities with less access to education, and making human rights relatable to the everyday life of ordinary people.
- **Use emotive, personable and relatable content:**
 - The second most supported idea (27% - 12 out of 48) is to deploy emotive, personable, relatable communications and tools that generate the empathy of audiences. This is most often linked to creative storytelling with a focus on personal, localised, and positive stories as well as humour and art. This also included the suggestion of more communications targeted to segmented audiences.
- **More use of social media:**
 - Social media was mentioned as the channel to use most often (22% - 10 out of 48) and preferred for its utility, visibility, online exchange and agility - to be in debates as-they-happen. Nonetheless, the need for increased traditional media coverage was also mentioned by a few NEs as ways of creating long-term relationships with audiences and embedding human rights values in society more.
- **Combat fake news:**
 - Some NE respondents (13% - 6 out of 48) proposed investing resources in combatting fake news and dispelling misinformation both in offline and online spaces.

AMNESTY'S HUMAN RIGHTS TOOLBOX

Analysis: Of the main tactics in Amnesty's 'toolbox', **capacity building/HRE** as well as **activism** were discussed the most by NEs. NE respondents saw HRE as something that Amnesty should continue to lead on. However, what was suggested as a primary improvement is to make our HRE and capacity building more inclusive and accessible and to focus it more **intentionally on changing narratives and attitudes**. Many of the NE respondents see **civil disobedience or non-violent direct action** as something we could embrace to make our activism more impactful. This includes **empowering local activists** more by giving them more autonomy. Respondents also indicated that **research and being evidence-based needs to remain at the core** of our work, but we need to reflect on our approaches and content made. Lastly, in our advocacy work we must continue to target national, regional, and international mechanisms but also improve on **how we target corporations** with our advocacy.

CAPACITY BUILDING/HRE

77% of all NE respondents (41 out of 53) discuss HRE and capacity building as a key parameter for Amnesty's next strategy.

There are three areas of consensus regarding what Amnesty should keep in our capacity building and HRE:

- **Leading:**
 - Globally, HRE and capacity building are a tactic that is regarded as a priority for majority of the Movement - it is the basis for the rest of our work to have an impact and create an informed and energised movement. 41% (17 out of 41) explicitly state that HRE is something that Amnesty must lead on in the next strategy.
- **Youth focus:**
 - Based on this, another element of consensus is the use of HRE to increase youth engagement and involvement within the movement (32% - 13 out of 41).
- **Using various tools:**
 - Lastly, it was noted that using various methods and tools for HRE and capacity building is something to keep in Amnesty's next strategy. This includes using both online (MOOCs, webinars, etc.) and offline (workshops, etc.) spaces and tactics (art, campaigns, etc.). (22% - 9 out of 41).

The NE respondents suggest four main areas of improvement when it comes to our HRE / capacity building:

- **Inclusion and accessibility:**
 - One of the most referenced elements to improve links closely with (internal) diversity and inclusion. In order for HRE and capacity building to be more effective globally, it must be more inclusive and accessible. This links both to the language or communication style, mediums/tools used, as well as the technological infrastructure we have. This is especially important when looking at reaching a broader public. (34% - 14 out of 41)
- **School curricula:**

- Many NEs (29% - 12 out of 41) referenced that we need to do more to integrate our work on HRE into the curricula of various schools from a primary to university level, which relates to how we want to keep a youth focus.
- **Capacity building of staff/members/supporters:**
 - Some NE respondents mentioned specifically the need to improve the capacity building for staff, members, and supporters (24% - 10 out of 41). This varied from capacity building for all staff on areas such as diversity and inclusion to specific governance capacity building for (youth) leaders as well as building the capacity of supporters to run their own campaigns.
- **Target a broader range of actors:**
 - Although it was mentioned by NE respondents to keep a youth focus to our HRE, some NE respondents (20% - 8 out of 41) referenced that we need to broaden who our HRE and capacity building targets to other specific power-holders as well. This is especially the case if we want a human-rights conscious population. Ideas included policy makers, police forces, social workers, lawyers, judges, public information providers, and cultural centres to name a few.

Other ideas mentioned by NE respondents included creating an exchange programme for interns/staff between various Amnesty offices from the Global South and Global North, creating an open platform for staff, members, and supporters to have centralised access to material and discussion, a mass HRE campaign to target the general public, as well as creating mobile HRE clinics.

ACTIVISM

Activism and mobilisation are considered key elements of Amnesty’s next strategy by 77% of NE respondents (41 out of 53).



Activism is for the most part seen as what makes Amnesty unique and distinguishes it from other NGOs, human rights research centres, or think-tanks.

It will be important in the strategy development to view activism less as a part of a “conveyor-belt”-model, where the role of the activists/the movement is only relevant as an “implementor” or campaigns and more as a cycle/an upward spiral, where activism can reinforce our research-, campaigning-, and communications-work and vice versa (Amnesty Norway)

There are four main areas of improvement the NE respondents suggest:

- **Embrace civil disobedience and non-violent direct action:**
 - 41% (17 out of 41) NE respondents are positive or open to Amnesty embracing civil disobedience, non-violent direct action or other disruptive activism as a powerful addition to our theory of change. This is viewed as a method to get heard (in a post-naming-&-shaming era), to show we are still a bold Movement, and to attract new generations of activists. Sit-ins, boycotts, and taking over AGMs (annual general meetings) of corporations are mentioned. Nonetheless, some NE respondents (6) think we should not participate or think very carefully before participating in such actions.
- **Increase autonomy and power of Amnesty’s activists:**
 - 9 out of 41 (21%) NE respondents propose to increase the autonomy and power of Amnesty’s activists with a focus on building a nurturing and co-created platform through investing in digital platforms for autonomous organising across geographic areas. This would be giving power to run local campaigns, to do human rights monitoring and research, as well as to do local advocacy with decision-makers.
- **Focus on locally relevant and community campaigns:**
 - Similarly to the point above, 21% (9 out of 41) NE respondents propose to focus on campaigns that come closer to people’s everyday lives and reflect members’ or audiences’ aspirations and realities. To do this we need to create more spaces for people to come together and organise and improve our own capacity to globally amplify local concerns in culturally resonant ways.
- **Create local leaders and ambassadors for human rights:**
 - Amnesty activists can serve as ambassadors and ‘explainers’ of human rights in their local communities, schools, workplaces, and cultural associations according to 13% (7 out of 41) NE respondents. This is an important shift as it suggests that ‘shifting the narrative’ becomes part of the activist’s portfolio and Amnesty’s role becomes centred around equipping them with arguments, ‘talking packages’ and critical thinking.

Other ideas included: supporting people fighting system change in other countries, generating advocacy activism on the base of the Sustainable Development Goals, more direct actions with other NGOs, or investing in large-scale petitions.

RESEARCH

69% of NE respondents (37 out of 53) highlight research as a key element to Amnesty’s next strategy.



Based on NE respondents, there are two elements that we must keep in regard to our research:

- **Research at the core:**
 - In the NE responses regarding research, a clear majority believe that research is the backbone of our work and that external audiences recognise that - that it is a crucial starting point for the rest of our work and that it highlights our credibility and legitimacy as an organisation. Of the 37 NE respondents that mention research, 70% (26 sections) emphasises research as an absolute priority in the next strategy, with over half the NEs being from Europe.
- **Using a multi-tactic approach starting with research:**
 - Many NE respondents also mentioned that research is not stand-alone but the starting point of achieving our human rights impact. Other tactics such as advocacy, campaigning, fundraising, or mobilisation to name a few, must be based on credible research. Amnesty Czech Republic outlines this very succinctly:

The hope never comes out of the blue but instead must be based on something, which we might call Amnesty International's added value. Firstly, there is the unique research and data (numbers, stories, of individuals, etc.) coming out of it. We must never lose it because its credibility gives us enormous opportunities in terms of advocacy. The top-level advocacy being rooted in reliable data is the second most important added value we have and which we have a direct control over. Thirdly, there is our financial and ideological independence, which is based on the support and dedication of the Amnesty movement. Rather than only by themselves, these three aspects are interlinked and once we lose one of them, the whole organisation and the hope it provides falls apart (Amnesty Czech Republic)

NE respondents also indicated four areas of improvement regarding our research:

- **Research outputs:**
 - The formats we use when producing research outputs was a key area of improvement according to NE respondents (25% - 9 out of 36). There needs to be more emphasis on user-friendly outputs made for as wide a public as possible. This includes quick, short, concrete and audio-visual outputs that are well disseminated and adapted to relevant contexts. Additionally, there was an emphasis on the content of our research outputs needing to be strengthened by being more solution-/action-oriented.
- **Prioritisation of themes and tasks:**
 - NE respondents had varied responses on this, but it was clear that we need to improve the prioritisation of research themes and tasks as a Movement, especially between NEs and the IS. Some say there should be more focus on root causes whilst others say we need to focus on traditional areas of expertise, which includes death penalty, torture, discrimination, migration, business and human rights, as well as country reports. Additionally, we need to improve the division of NE-led research where the IS supports or IS-led global research of which the NEs lead campaigns on.
- **Working with others:**
 - NE respondents (19% - 7 out of 36) highlighted the need to work more with others when it comes to research. This includes collaborating with external research partners more, capacity building with more grassroots researchers/research organisations, linking local (youth)

membership in the research, and engaging rights holders and communities in the actual research process.

- **Research innovation:**
 - A last point of improvement is to focus on using new technologies and methods in our research. Examples that were mentioned include satellite imagery, hackathons, and decoders. This is an area that could be improved in the next strategy and links closely to the points of improving our research outputs and working more with others (8% - 3 out of 36).

Policy and legal analysis was explicitly mentioned by 19% (10 out of 53) NE respondents. However, improvements need to be made linking research and policy solutions, thinking of innovative policy recommendations, but also being more ambitious in our analysis about what international Human Rights Law demands.

ADVOCACY

Similarly to research, 69% of NE respondents (37 out of 53) discuss advocacy as a key tactic for Amnesty's next strategy. It should be noted that European sections refer to advocacy to a proportionately larger extent than other regions.



There were two elements in relation to our advocacy that NE respondents felt we should keep:

- **Interlinking research with engaged campaigns:**
 - The success of our advocacy is seen as closely interlinked primarily with good evidence and data, followed by the existence of a critical mass or constituencies (members, activists, partners, etc.) that are engaged enough to give legitimacy to our demands.
- **Work with national, regional, and international institutions:**

- The added value of our advocacy work is mostly understood to be based on an elaborate international network and knowledge of international law and institutions. Amnesty should continue to work with national, regional, and international institutions, influencing global policy agendas, leveraging access to the UN and the EU, and more. Suggestions include securing strong offices in New York and Geneva to keep this strong.

There is one key suggestion of consensus regarding what we can do to improve our advocacy work:

- **Targeting corporations:**
 - 40% (15 out of 37) of NE respondents that discuss advocacy stress that Amnesty needs to build a stronger infrastructure (methods, expertise, evidence) to target corporations. There are two not necessarily competing directions here: a) focusing on collaborative relationships and coalitions with corporations; working with their employees and developing responsibility frameworks together and b) be more disruptive and organise boycotts, shareholder activism and similar actions against corporations.

Other ideas by NE respondents: include improving power/political analyses, training activists to be 'mediators' to develop and maintain relationships with their political representatives, being more pro-active with building awareness of decision-makers), increasing our local level political influence, interpreting international human rights law more boldly and questioning anti-human rights group and exposing their methods and finances.

Some NE respondents (9% - 5 out of 53) discussed strategic litigation as a part of advocacy. These sections mentioned how we need to do more strategic litigation and improve it as it is a global tool for transformative change that is more effective than only using traditional ways of work. It also links closely to our research, which can underpin our strategic litigation. AI Switzerland describes this link: *"The interaction between 'Research-Campaigning-Litigation' should address emotions in such a way that people feel the want to participate"*.

INTERNAL WAYS OF WORKING, LEADERSHIP & GOVERNANCE

Analysis: Many NE respondents made three key suggestions on our internal ways of working: we must value and empower our membership more by developing new ways of participation and activism; we should use existing structures and clear frameworks to empower the Movement through our capacity building; we need to build a more horizontal organisation to breakdown current silos such as technological improvements

98% of the NE respondents (51 out of 53) made a comment or suggestion regarding our internal ways of working. Of those respondents, 65% (33 out of 51) made explicit references to planning, collaboration, decision-making and



Although most NE respondents agree on the importance of working more through alliances, seeking to strengthen our partners, and adding value to the broader human rights eco-system, there are different approaches regarding how to do this and to what extent. 86% of NE respondents (46 out of 53) refer to coalitions and partnerships as a key element and parameter for Amnesty's next strategy.

Partnering with whom

- Local grassroots organisations and communities - 20 respondents
- Cultural, recreational, and sports associations - 6 respondents
- Religious and interfaith groups - 6 respondents
- Social movements / emerging movements - 5 respondents
- ESCR and social justice organisations - 5 respondents
- Big NGOs and influential organisations - 5 respondents
- Corporate sector - 5 respondents
- Organised labour & trade unions - 3 respondents
- Media & academics (specifically regarding ESCR) - 3 respondents
- Start-ups/local ventures - 2 respondents
- Embassies - 1 respondent
- Political parties - 1 respondent

Most NE respondents (24% - 11 out of 46) say that we must **go beyond 'traditional' human rights organisations and movements** and invest in unusual alliances especially regarding unfamiliar or difficult issues that can link to human rights impact.

On the other hand, some NE respondents (17% - 8 out of 46) state that Amnesty should **partner primarily with like-minded organisations** and tread carefully and with clear guidelines when forging partnerships to make sure our brand, reputation and core human rights business is not jeopardised.

Partnering how

- **Amnesty enables, empowers, and strengthens its partners:**
 - 53% of NE respondents (24 out of 46) see Amnesty as an organisation who enables, empowers its partners in different ways. Some ideas included connecting different local struggles, upscaling local struggles to national and global levels, strengthening local organisations through capacity building or sharing expertise, providing evidence and analysis obtained from research, and sharing resources, instruments as well as its brand to partners.

41 out of 53 (71%) of NE respondents explicitly mention internal diversity and inclusion as a key element of Amnesty's next strategy. This is in relation to internal diversity, membership growth, discrimination as a theme, as well as leadership and governance.

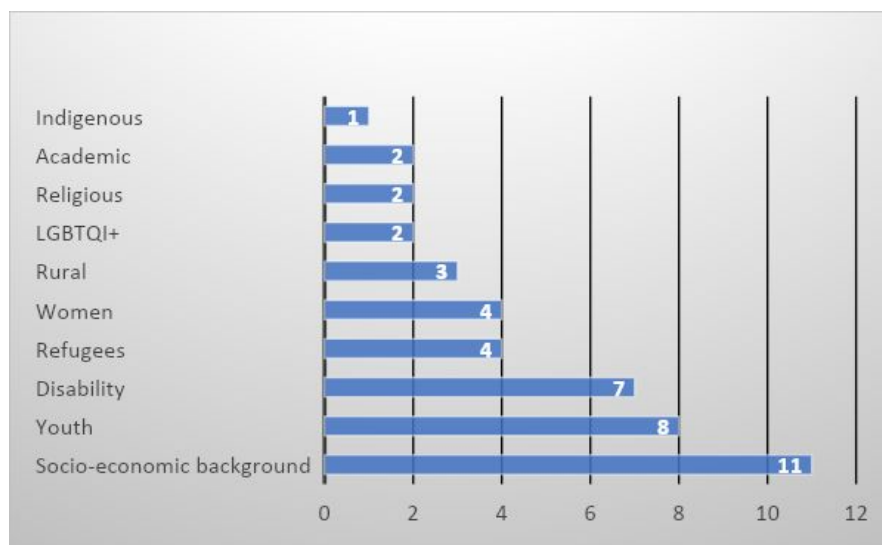
It was clear that diversity and inclusion enriches our work and all NE respondents agreed with this. There are 6 main points that emerge from the analysis regarding moving forward:

- **Diversify the movement:**
 - Of the respondents that mentioned internal diversity as a key element to the next strategy, 66% (27 out of 41) emphasised that we need to prioritise diversifying the members and staff of the movement, especially to include affected communities. The movement needs to be representative of our societies, reaching out beyond our conventional demographics in new spaces, if we want to have an impact. This will be the only way to be a truly inclusive movement. Specific references were made to improved recruitment practices, engaging with people from different academic/socio-economic backgrounds, facilitating participation of people with (physical) handicaps, and improving volunteer management to prioritise diversification.
- **Diversity in governance and decision-making:**
 - Some of the NE respondents indicated that to diversify the movement, we need diversity in governance and decision-making structures, especially in the Board and Director levels. This specifically included suggestions that a member of senior staff should be accountable for internal diversity of the Movement (34% - 14 out of 41).
- **Accessibility:**
 - To be a truly inclusive movement, 41% (17 out of 41) of NE respondents indicated that this needs to be addressed through how accessible Amnesty is. This includes, but is not limited to, simplifying the human rights language used, ensuring that our ways of working are appropriate to a diverse set of languages, and physical/digital accessibility to both our online and offline spaces.
- **Capacity building on diversity and inclusion:**
 - An element that resonated with many NE respondents (24% - 10 out of 41) was that members and staff, especially leaders, need to be equipped with the skills, knowledge and attitude to address diversity and inclusion. Staff needs to be trained to have a common understanding of what diversity and inclusion really means to call people in, rather than call people out. Amnesty UK stated this as:

We should demonstrate our commitment to a safe and supported work space for all by ensuring that Amnesty International's decision makers, management, staff, volunteers, and activists participate in diversity and inclusion training so that they feel confident to have meaningful conversations about racism, sexism and other forms of oppression. This training should be resources and facilitated by experts and monitored to ensure it achieves a real and sustained change in critical behaviours. We need to ensure diversity at every level of the movement, especially at Boards and Director levels (Amnesty UK)

- **Invest in youth:**

- Young people were explicitly referenced by some (9 out of 41 - 22%) NE respondents as an important group to invest into when speaking of internal diversity. This included suggestions of funding for young people to be involved in the Movement as well as opportunities to actively take part in decision-making. It was references as a key group that Amnesty should focus on when looking at the future of the Movement. This does not mean that others do not consider youth involvement important, but that it was not explicitly mentioned in relation to internal diversity.
- **Define diversity:**
 - A last point that emerged from the NE respondents, which can be linked to most of the points above, is that Amnesty needs to define what diversity means as an organisation better. The vision and policy on diversity as a movement needs to incorporate how to act on that vision, how to bring intersectionality to our day-to-day work, and how to ensure that it is not just a buzzword (20% - 8 out of 41)
- **Groups that we should open-up to more (graph below):**
 - People from different socio-economic classes - 11 respondents
 - Youth, including orphans and those at work - 8 respondents
 - People with (physical) disabilities - 7 respondents
 - Refugees/migrants - 4 respondents
 - Women, including widows - 4 respondents
 - Rural groups/groups with different geographic realities - 3 respondents
 - LGBTQI+ - 2 respondents
 - Religious groups - 2 respondents
 - People from different academic backgrounds - 2 respondents
 - Indigenous communities - 1 respondent



ILLUSTRATIVE QUOTES FROM NEs

Considering the variety of perspectives within the Amnesty movement and the critical role of NEs as the movement's decision-makers, we share below a selection of illustrative quotes to ensure that the vivacity and nuance of the input is not lost. More examples can be shared upon request.

- **On Amnesty's Approach to human rights change and how we talk about human rights**

Transformational change often happens slowly. There is an inherent tension between short term strategic plans and donor related pressures to demonstrate victories in the short term. Human rights education and institutional transformation are ongoing processes that are not easily measured. We need to be a reliable partner to those with whom we set out long term goals. Our strategy should be balanced where the need for demonstrating victories in the short term and embracing a culture of innovation and testing does not take away from our long-term commitments, partners and relationships (Amnesty USA)

As the movement has been focusing on campaigning against human rights violations, we are also concerned that AI has been overlooking the core questions of human rights; "how important are human rights? And why they need to be protected"... We must focus on addressing the "why"s in order for the ordinary public to easily access human rights issues. Human rights problems are not only victims or certain rights holder's matter, but also it is everyone's matter. So, it is concerned that addressing and emphasizing severe cases may affect public perception that human rights is an issue for only small number of people. We need to seriously consider, as an organisation, on how to address human rights violations as a problem that relates to each and one of us. As an international movement, AI needs to consider fundamental approach to communication in this regard (Amnesty Korea)

We need to redefine the concept of human rights with a concrete content. Human rights cannot be perceived as abstract notions, but as concrete stakes, with a specific and realizable meaning. Besides, human rights as an abstract notion may be exploited by powers that are actually hostile or competitive to human rights (e.g. juxtaposing the rights of the "natives" to those of the migrants, or the rights of specific social groups to others). Thus human rights must be based on certain "pillars", or else they will not have the power as a concept to penetrate actual problems. These pillars need to be connected to certain values (dignity, justice, fairness, solidarity, equality, freedom, transparency), which also need to have a concrete meaning. That way, we would fight for values, and through that, we would fight for human rights. This means, first, that people would actually fight for the societies they want to live in, related to their actual lives and concrete realities. Second, that these concepts and stakes must not be external to the people and their lives. They need to be connected to the actual reality of the people, in the societies they live in (Amnesty Greece)

Amnesty should be able to use terminology, which is understandable to larger audiences. Emphasis should be made to demonstrate that violation of human rights on a particular group/individual has the potential to escalate on other groups. An approach, which emphasises on the common good for the society, and solidarity as essential for the stability and wellbeing of the individual and the society. Such an attitude is asking for a proactive role, of a personal commitment to right the wrong (Amnesty Israel)

Amnesty must be wary of conflating the meaning of human rights to issues that individuals care about and think they should mean, to morality rather than autonomous independent neutral standards that improve lives. If we do not do this, we risk reinforcing the views of human rights opponents by making this a debate about values and beliefs and which are superior, rather than being able to say all peoples of all beliefs and politics and visions of society should believe in these standards and fight for them (Amnesty UK)

We can create change by reaching out closer to the grassroots, being involved in everyday life with these people who, through organisations, groups and associations, are fighting to make the future better for their children and to preserve their living environments (Amnesty Burkina Faso)

- **On Amnesty's tactics toolbox**

In addition to focusing our attention on states as duty bearers of human rights, we should also seek to influence corporations, finance institutions or other entities whose human rights' responsibilities are increasingly being established. Considering political decisions are getting harder to influence directly through pressure on governments, we should look for more indirect ways of exerting influence, for example by considering calls for targeted consumer boycotts when we think these will have an effect (Amnesty Norway)

To become bolder' is in our view fundamentally more about tactics and approaches than about strategy. We do agree there is much room for improvement in effectiveness when it comes to communications, innovative activism and explorative research and advocacy. As a section we are experimenting with new ways of tactics within these areas of work. This includes venturing in new partnerships, exploring the legal limits of activism and stepping forward with bolder opinions in the public arena (Amnesty Belgium Fl)

There is huge power in AI's grassroots movement, however this has not been fully realised. In order to unleash its full potential we should focus energy on building people power through the empowerment and development of distributed leadership. AI should develop a train and trust model that gives supporters the tools, skills, support, and resources to lead on campaigns locally (Amnesty Australia)

Structural changes could be made to the root causes of human rights injustices and violations by increasing awareness of human rights, equality, human dignity and justice in people's minds. In practical terms, this work involves human rights education, whether in a formal or informal context. This education will be all the more effective if it is aimed at providing the beneficiaries with not only knowledge but also the skills and aptitudes to be able to act in cases of injustice. Another strength of this education, in Amnesty's context, is that it could - in addition to more general aspects - focus on specific problems identified following research either globally or in a region in order to specifically and effectively address these particular causes (Amnesty Togo)

Our activists should be human rights ambassadors in a wide range of institutions, enterprises and educational establishments. In order to change the way people think, we need to make spaces where people can meet, discuss and share, citizen assemblies where people can talk and discuss. Amnesty members and groups are in the best position to create such forums at their workplaces, educational establishments, leisure and housing associations etc. We need to reach new sectors of society in the places where our supporters are already present and equip these new ambassadors with credible, moving and relevant arguments, examples and ready-made action kits. We should continue to decentralize our movement and rely more on volunteers, activists and intrapreneurs (Amnesty Canada Fr)

- **On governance and internal diversity**

A major organizational effort must be made to incorporate other cultural, social, ethnic, geographical and religious groups and perspectives, with a less Western middleclass vision, without using the same language for everyone. We need to design cross-cutting activities and messages in our plans, strategically designed for different groups, especially for the most at risk, encouraging them to feel part of the solution and facilitating pathways to participation (Amnesty Spain)

In recent years, we have worked a lot to achieve greater diversity in terms of age and gender, but we think it is now essential to diversify membership in terms of social and economic groups. We should therefore provide different ways to participate, as members, activists, group members, cyber activists, human rights education trainers, community human rights organizers etc. (Amnesty Peru)

"Moving Closer To The Ground" should not just be an IS philosophy, but should also be a national philosophy that will drive national entities to bridge gaps between themselves and sectors of society we would probably not typically reach. The new strategy should allow some flexibility at the national level for entities to choose cultural-specific areas to campaign on and make impact locally and be relevant (Amnesty Malaysia)

Thinking towards 2030, Amnesty should not only be leading on research into global human rights issues but also national entities should be empowered to conduct research in their own countries and report on these. Amnesty sections should be seen as the most trustworthy and up-to-date source of information on human rights violations of all forms locally. Sections taking section-specific research will prevent the global movement from becoming overwhelmed with work. This allows for and promotes work on own country (Amnesty Ghana)

become. The key ideas that have emerged are presented below:

- **Be a people-powered movement:**
 - 32% (7 out of 24) of IS respondents describing a vision for Amnesty mentioned it should become a people-powered movement creating a space for members, supporters, and activists to organise. This included examples of giving up (some) of its power and centralised control to enable members, supporters, and activists to take on issues and promote our values, invest in finding, developing and empowering activist leaders whom we trust to lead action and represent Amnesty in their communities, give people a sense of belonging to a wider global community, and co-create human rights content.
- **Amplify voices:**
 - Some IS respondents (32% - 7 out of 24) indicated that Amnesty should continue to amplify the voices of individuals and communities most affected by human rights violations and enabling them to access decision-makers and centres of power. Additionally, this includes bringing organisations with similar objectives together.
- **Defend and shape the human rights framework:**
 - The idea of defending and shaping the human rights framework was something that a few IS respondents (24% - 5 out of 24) indicated. This should especially be the case in times where the framework is contested, use learnings from others to strengthen the framework, and push for a better understanding of indivisibility and universality of human rights.
- **Be an inclusive and invisible partner:**
 - 20% (4 out of 24) IS respondents also indicated that Amnesty should be humble when engaging with partners, encourage partners to take credit rather than have Amnesty dominate every activity, and make a concrete, tangible effort to become more relevant to a broader range of individuals and communities - becoming less elitist. This links closely to the chapter on Amnesty's approach to partnerships.
- **Be a credible and reliable source:**
 - Amnesty should continue to get the truth 'out there' and be a credible, reliable source of information on human rights violations according to 4 out of the 24 (20%) IS respondents that mentioned Amnesty's vision. This includes to continuously behave and be a respectable, reliable, and impartial source of information.

WHAT ISSUES SHOULD AMNESTY LEAD ON, SUPPORT ON, OR DROP?

Analysis: Based on the IS respondents, ESCR gathers the most support as a lead issue for the next strategy. As with national entities, most respondents suggest that we should **support** work on **environment and climate change** while a small group suggest we should lead on it and mobilise our people power around it. **Accountability, justice and impunity, torture, death penalty** as well as **Freedom of expression** also come up high as issues we should play a **leading** role. There is little to no appetite to support or drop issues. Instead a leadership role for AI is suggested throughout the themes.

29 out of 36 (80.5%) of all IS respondents referred to work that Amnesty should lead on, support on, or drop. The key messages that emerged from the analysis are:

- **Lead on:**
 - **ESCR** - This is an area of work where there is the most consensus that Amnesty must play a leading role on, especially if we want to address root causes (17% of IS respondents).
 - **Accountability, justice and impunity** - there were links made to arms trade as an example of this. The Amnesty International Justice Team states '*While we must continue to document, report and publicize human rights violations we cannot win popular support for human rights without offering accountability and redress. AI must be seen to respond to suffering and demand remedies*'. (14% of IS respondents)
 - **Freedom of Expression** - Of the respondents that refer to Freedom of Expression as crucial, they suggest that Amnesty prioritise the fight to keep civic space for CSOs, grassroots movements and HRDs to continue their work (11% of IS respondents).
 - **Death penalty & Torture** - These were both areas of work where some IS respondents stated we must lead on due to our track record and expertise. It must also be noted that no respondents stated we should support or drop this area of work (11% of IS respondents).
 - **Gender** - Although some IS respondents said we should be leading on this theme (with a focus on gender-based violence), most of these respondents also indicated that we must lead in collaboration with partners and communities who are also leading the struggle (11% of IS respondents).
 - **Technology and human rights** - Leading on technology and human rights was mentioned by a few IS respondents, specifically about leading in standard setting and bringing a human rights lens to an emerging field (8% of IS respondents).
 - **Peace and conflict** - The few respondents that indicated this as an area Amnesty should lead on highlighted how Amnesty is one of the few organisations that can operate in hostile environments as well as linking this to accountability, justice and impunity (with for example the arms trade as an example again) (8% of IS respondents).
 - **Migrants and refugees** - This area emerges as something to lead on due to the links with climate change and rising inequality (which links to ESCR) (8% of IS respondents)
 - **Discrimination** - Overall, the few IS respondents that mentioned discrimination explicitly stated that we should lead on it. However, the respondents that indicated we should support in this area had a focus on the discrimination of children (5% of IS respondents)
 - Other areas to work on include **Counter-terrorism** and **Business and human rights** but this had little responses (3% of IS respondents).
- **Support on:**
 - **Environment and climate change work** - This comes out as an area with the most consensus where Amnesty should support others with. Respondents who expressed this view said that, when entering the climate change space and debate, Amnesty should be humble and seek to complement rather than duplicate the efforts made by other organisations who have far more experience and expertise. A smaller portion of respondents did indicate that Amnesty should take a lead in this area by framing climate change and environmental protection as human rights issues (19% of IS respondents).
- **Drop:** There was no reference to issues or areas of work that we should drop.

AMNESTY'S APPROACH TO WORK

Analysis: IS respondents indicated four main shifts in terms of how we can make change happen. One was to focus more on **root causes** of the problems we work on. This is closely linked to **understanding systems**, both in terms of actors and power structures, better. Furthermore, IS respondents indicated that we must **understand the intersectionality of our work**, including a better understanding of intersecting forms of discrimination but then also **mainstreaming gender and sexuality**.

53% of the IS respondents (19 out of 36) spoke about how Amnesty can make change happen. There were four main points that were mentioned:

- **Focus on root causes:**
 - 53% of the IS respondents (10 out of 19) mentioned that Amnesty should focus on identifying and addressing the root causes of the problems we work on. This is seen as the only way we will be able to achieve transformational change.
- **Understand systems:**
 - Closely linked to the point above, some of the IS respondents (31.5% - 6 out of 19) indicated that to focus on root causes also requires building an understanding of the actors and power structures that sustain, or have the potential to disrupt, existing systems. This could be achieved by using system mapping approaches (system or power mapping) which can help us surface how complex issues are connected.
- **Understand the intersectionality of our work:**
 - To successfully make change happen, Amnesty must have a better understanding of intersecting forms of discrimination and bringing this in all our work according to a few IS respondents (16% - 3 out of 19). This includes, for example, our research and campaigning work as well as the way we work with partners - diversifying the groups we work with to ensure we engage with a wider, diverse group of communities.
- **Mainstream gender and sexuality:**
 - Very similar to the point above, one IS respondent indicated that Amnesty should primarily focus on mainstreaming gender and sexuality in our work in order to successfully make change happen.

HOW SHOULD WE TALK ABOUT HUMAN RIGHTS?

Analysis: The idea that the human rights framework is the skeleton of our work was an area of consensus amongst IS respondents. IS respondents provided suggestions on how we need to communicate. This includes **accessible**, **hope-based**, and **personal** communication that **connects attacks on human rights to consequences**, gives **agency**, but also supports the idea of **linking human rights to everyday life**. To achieve this, Amnesty must **frame human rights as human values**, identify **different audiences** to engage with possibly by expanding the reach of our HRE, use **new on-/offline channels**, and create messages around **truth**.

69% of IS respondents (24 out of 36) explicitly mentioned that looking at how we talk about human rights is key to the next strategy. There is overall consensus around the idea that the human rights framework is the skeleton of our work, but that we need to communicate in a way that is:



- **Accessible:**
 - Our communication style must be easy, accessible, and targeted to different audiences. As one IS respondent states, Amnesty should “de-eliticize human rights and make them cool”.
- **Hope-based:**
 - Amnesty should use more positive and hope-based communication. This also means capitalising on indignation but avoiding using the same divisive language (the kind of ‘us vs them’ narratives) of those we are calling out as this would further polarize society and use love to inspire action.
- **Creating a personal connection:**
 - Communication should enable individuals to feel a personal connection with affected individuals and communities by, for example, continuing to tell individual stories (giving a ‘human face’ to human rights issues) and making them feel part of a community of action.
- **Connecting attacks on human rights and consequences:**

- Amnesty should show the connection between attacks on the rights and freedoms of certain groups and the consequences for the broader society (e.g., how targeted counter-terrorism policies impact not only those directly affected but also everyone in society).
- **Giving agency:**
 - Amnesty's communication style should give people a sense of agency by showing them the 'journey' from the problem to the solution, outlining the kind of actions (big and small) that people can take to achieve change, showing the difference they are making, and celebrating success.
- **Linking human rights to everyday life:**
 - Lastly, the communication style should show how human rights affect and concern people's everyday life rather than being 'limited' to only specific groups.

To achieve this, IS respondents indicated that Amnesty needs to:

- **Frame human rights as human values:**
 - By framing human rights as human values, it will bind us all and avoid relying on our opposition to do something or someone to define and unify us (i.e., make people see what we stand for and not just what we stand against). This also means organising research, advocacy, and campaigning around concepts such as dignity.
- **Identify different audiences to engage:**
 - We need to identify the different audiences that we need to engage to achieve change (e.g. corporate employees and consumers, lawyers who have been hamstrung secret evidence, medical professionals who have seen a narrowing of privileged communications) and adapt our messages to them.
- **Using different online/offline channels:**
 - We must be using different channels and means to engage audiences with human rights, including online (e.g. running Q&A sessions) and offline (especially where digital penetration is limited, engaging with universities or other groups). This also includes using the arts to describe and talk about human rights (with filmmakers, musicians, artists, etc.).
- **Centre messages around the truth:**
 - Amnesty should ensure that our messages are centred around solid research and that we are able to get the truth out before false/fake narratives take root.
- **Expand the reach of our HRE:**
 - To improve how we talk about human rights, we must expand the reach of our human rights education work, helping us to bring human rights back to the basics and building communities' resilience. This links closely to human rights education as a tactic which is outlined in further detail in the chapter below.
- **Provide content in local languages:** Lastly, where possible, it was indicated that wherever possible we must be able to provide content in local languages. This can be considered as part of the point of how we must ensure that our communication is accessible.

AMNESTY'S HUMAN RIGHTS TOOLBOX

Analysis: Capacity building and HRE was indicated by IS respondents as one of the key elements of the next strategy, namely that we must continue to lead on HRE, use capacity building to collaborate, create more on-/offline spaces for capacity building, and require diversity, inclusion and wellbeing training for all staff. **Research** was the second most referenced tactic; particularly how essential it is to influence decision-makers and shift attitudes. However, Amnesty's research must become **solution-based, participatory, innovative, agile, and integrated** with other tactics. Activism and advocacy were also both mentioned frequently with the idea that our activism needs to give **more autonomy to activist leaders** as we facilitate networks of activists and that our advocacy should **target corporate (non-state) actors** more whilst maintaining our presence at a national, regional, and international level.

CAPACITY BUILDING / HRE

Majority of the IS respondents (83% - 30 out of 36) indicated that capacity building and HRE are key elements of the next strategy. There are four main points which are that we must:

- Continue to lead on HRE;
- Continue to collaborate through capacity building/HRE;
- Create more on-/offline spaces for capacity building;
- Require diversity, inclusion, and wellbeing training for all staff.



This can be further explained when analysing the information based on who the capacity building is addressing: the general public, HRDs/partners, or the Movement.

Capacity building of the general public and supporters

Of the IS respondents that highlighted capacity building and HRE, 47% (14 out of 30) referred specifically to capacity building for supporters and the general public. This included that Amnesty should:

- Keep leading on HRE for the public:

- HRE is considered the most effective means of capacity building for supporters and the general public by IS respondents due to how it informs and empowers citizens. 71% (10 out of 14) of the IS respondents that mentioned capacity building for supporters and the general public indicated this as something Amnesty must keep leading on.
- **Broaden targets:**
 - Some IS respondents indicated that we need to broaden who we target and work with when it comes to capacity building for supporters and the general public. This included working with other CSOs and partner organisations as well as targeting not only youth but also powerholders such as authorities, judges, or prosecutors for example. (36% - 5 out of 14)
- **Keep a youth focus:**
 - This was explicitly stated by a few of the IS respondents (21% - 3 out of 14), even though the assumption is that HRE does focus on youth already. The difference here was that there needs to be more emphasis on focusing on getting human rights as part of school curricula.

Other points included improving accessibility, especially for illiterate people, scaling up our HRE to address root causes, and focusing not only on HRE but also activism skills and leadership.

Capacity building for HRDs, partners, and CSOs

Of the IS respondents that highlighted capacity building and HRE, 63% (19 out of 30) referred specifically to capacity building for HRDs, partners, and CSOs. The main points this included was to:

- **Continue to collaborate and empower:**
 - 42% (8 out of 19) of IS respondents that mentioned capacity building for HRDs, partners and CSOs indicated that we must use capacity building as a means to collaborate, empower and show solidarity with various stakeholders. This includes actors like authorities or powerholders as well as HRDs, partners and CSOs.
- **Connecting more on/offline:**
 - Many IS respondents that mentioned capacity building for HRDs (42% - 8 out of 19) made an explicit reference to Amnesty connecting HRDs, partners, and CSOs more both on- and offline. Respondents also indicated that to do so, Amnesty should make more use of technology and innovation.
- **Lead on creating a new generation of HRDs:**
 - Similarly, to capacity building for supporters and the general public, IS respondents also mentioned that we need to continue to lead on creating a new generation of HRDs that know their rights (37% - 7 out of 19). This goes a step further than HRE for the public but focuses on investing in HRDs and partners through HRE and capacity building as it plays a significant role in our impact. The following quote exemplifies this:

By empowering our community activists with the skills to undertake sometimes difficult conversations, by creating narratives that don't crash head-on with some of people's beliefs, but reinforces the (maybe few) beliefs Amnesty has in common with them and by avoiding polarization between us (Amnesty, human rights-minded people) and the ones "on the right" by building on what we have in common Amnesty can play a significant role

- **Quality, reliable and impartial research is essential to influence decision-makers:**
 - 46% (12 out of 26) of IS respondents stressed that the quality, reliability, and impartiality of our research is essential to our ability to influence decision-makers. In other words, we would not be able to demand change with the same authority nor condemn human rights abuses in the strongest terms if we could not rely on accurate, independent and credible research.
- **Shift attitudes through research:**
 - 5 out of the 26 IS respondents (19%) linked our research with the ability to shift attitudes towards human rights. As one of the respondents put it, *"In the fake news era, the accuracy of our research is central to our credibility and brand. As we engage in battles of ideas, solid irrefutable facts are one of our most powerful weapons"* (Amnesty East Africa, Horn and Great Lakes Regional Office).
- **Solution-based research:**
 - Our research must be able to identify recommendations or solutions to the problems identified to ensure that we have a strong basis to campaign and advocate on (19% of IS respondents, 5 out of 26). This way, others will see us as go-to experts, suggesting that research be complemented and brought to full fruition by in-depth policy analysis. Research must help us understand the problems and its root causes, but we need to develop sound recommendations on the back of that.
- **More participatory approaches:**
 - Adopting more participatory approaches to undertaking research, for example by researching protocols and allowing for a great inclusion of young people or partners in research was seen as an area to be improved (19% of IS respondents - 5 out of 26).
- **Being more agile in our research:**
 - Another element a couple IS respondents indicated (8% - 2 out of 26) was that we need to improve how agile our research is, especially improving the speed and agility in which we conduct research. This must all be done while safeguarding its accuracy and objectivity.
- **Integrating research more closely:**
 - Lastly, 8% of IS respondents (2 out of 26) indicated that we need to integrate our research more closely and clearly with other tactics so that research is not the end of our key but a key step in achieving both short- and long-term changes.

Other ideas included prioritising innovative or ground-breaking research of non-traditional human rights violations, conducting research on issues that specifically affect people's day-to-day lives, conducting comparative research across regions, using research to flag early signs of human rights violations, and checking if recommendations are being implemented.

A question that remains from the IS respondents is how can we balance the need and want for accurate, solid and independent research on one side, and a more people-powered kind of approach on the other? Are these mutually exclusive or can these two elements live together? Some respondents hinted at this potential tension -

Amnesty's added value is given by the fact that human rights research is supported and acted upon by a whole movement, as indicated in the 'research community counterproposal'. It is understood that if we become activists, but without significant research, we are less attractive for media (Amnesty European Regional Office).

There were also two key areas of improvements regarding Amnesty's advocacy according to the IS:

- **Addressing non-state actors, specifically companies:**
 - 48% (11 out of 23) of IS respondents specifically stated that our advocacy needs to also target non-state actors. Suggestions of non-state actors (from most suggested to least) include: (tech) companies, financial institutions, pension funds, religious leaders/organisations, media groups, universities, and elders/community leaders.
- **Partnering for advocacy purposes:**
 - Partnering with other organisations and allies for advocacy purposes, especially in areas where we aren't leading, was mentioned by 6 out of 23 (26%) of IS respondents. This was seen as a way to ensure that our advocates (HRDs or partners) have a seat at the table in national, regional, and international forums as can be seen in the following quote:

Furthermore, the fact that through its advocacy Amnesty provides HRDs and grass-roots activists a platform to directly access EU decision-makers, is an important enabler to support partners and emerging movements. This approach should be strengthened to further increase the access of HRDs and activists to centres of power. Empowering rights-holders while holding duty bearers to account for human rights violations must remain at the centre of our mission. Our role is to protect the rights of HRDs and activists to speak up, and by taking this role, we add value to the landscape of social movements and maximise our impact. Therefore, supporting and empowering grass-roots activists does not clash with engaging in advocacy work towards the centres of power/decision-makers (Amnesty European Institutions Office).

Other areas of improvement included the need to prioritise and revise policies and strategies on core topics for effective advocacy, capacity building for national entities' advocacy, as well as revisiting the idea of publishing an Annual Report (in collaboration with other international organisations) for global advocacy purposes.

priorities. It was also mentioned that this decentralisation should be matched with appropriate resources, guidance, guidelines, and support from the IS.

- **Enable youth participation:**
 - A few IS respondents (33% - 4 out of 15) specifically mentioned that Amnesty should simplify its current decision-making and governance to enable young people to participate in them. This was explained by how our current governance structures and processes do not really encourage youth participation or other forms of inclusivity as to fully engage you need to know exactly how it all works. Some ideas suggested included having youth representation in NEs' Management Teams, Directorates, and Boards or having quotas of young people in decision-making structures.

AMNESTY'S APPROACH TO PARTNERSHIPS

Analysis: According to IS respondents, working with partners is seen as an essential element of the next strategy as well as to our ability to achieve any change. The main partners mentioned were **grassroots movements, trade unions, workers organisations, faith/religious groups, universities and academics, and affected communities/individuals** to name a few. **Corporate actors** are referred to as targets rather than partners. In terms of how to partner, respondents state that Amnesty must consult and complement partners, co-create rather use extractive approaches, and be **willing to lose Amnesty branding**. This means that Amnesty's role should be one that is supporting, provides capacity building, and takes positions that partners cannot.



Partnering with whom

- Emerging grassroots movements - 6 respondents

- Trade unions, workers organisations, faith/religious groups - 5 respondents
- Universities and academics - 3 respondents
- Affected communities and individuals - 2 respondents
- Organisations with expertise that is new to Amnesty - 2 respondents
- Legal / bar associations - 2 respondents
- Media outlets - 2 respondents
- ESCR networks - 1 respondent
- Technologists communities - 1 respondent
- Elders / community leaders (especially in conflict countries) - 1 respondent

Corporate actors are spoken of as “targets” rather than organisations to partner with. There was only one respondent who spoke of building “alliances with corporations and organisations that share the same values and objectives as Amnesty”. Another respondent, however, explicitly suggested that Amnesty should not go down the path of partnering with companies as this would mean losing its hard edge and ability to influence them.

Partnering how

- **Consult and complement:**
 - Amnesty should first consult with partners and, from that conversation, identify the way in which it can add value. This means that we should always complement what others are doing rather than duplicate it and ensure that our involvement does not have negative impact on a cause. This includes being clear about what the added value we can bring to a partnership, the limits of its engagement and have clear exist strategies.
- **Co-create using participatory rather than extractive approaches:**
 - Co-creation should be an integral part of how Amnesty works with partners. This means that partners should take an active role in the development of strategies, research, advocacy, and campaigns. The use of participatory approaches should be embedded throughout to achieve this and extractive approaches to partnerships should be avoided.
- **Be willing to lose Amnesty ‘branding’ and not impose values or ways of working on others:**
 - Amnesty should be willing to lose its branding and desire for visibility and recognitions as well as appreciate that partners operate in different ways and may not share all of our values.
- **Collaborate to understand developments in other sectors**
 - Partnerships should also be strategically done to understand development across different sectors.

Amnesty’s role in partnerships

- **Supporting**
 - 48% (13 out of 26) said that Amnesty’s role in partnerships should be one of support. This includes having a facilitating role when supporting access to centres of power or decision-makers for, as well as amplifying voices of, affected communities and individuals, strengthening existing social movements, and providing global solidarity to CSOs.
- **Capacity building**
 - 34% (8 out of 26) IS respondents said that Amnesty’s role in partnerships should focus on capacity building. This includes sharing expertise with partners and initiate, build or engage with networks and coalitions for common objectives. As part of this, Amnesty should build partners’ capacity to make projects and impact more sustainable.

- **Taking positions partners cannot**
 - A small portion of IS respondents suggested that Amnesty's role should also be to continue to take positions for partners that they cannot take as it is too risky for them. Amnesty should take on bold and principled positions when this is not possible for partners to.

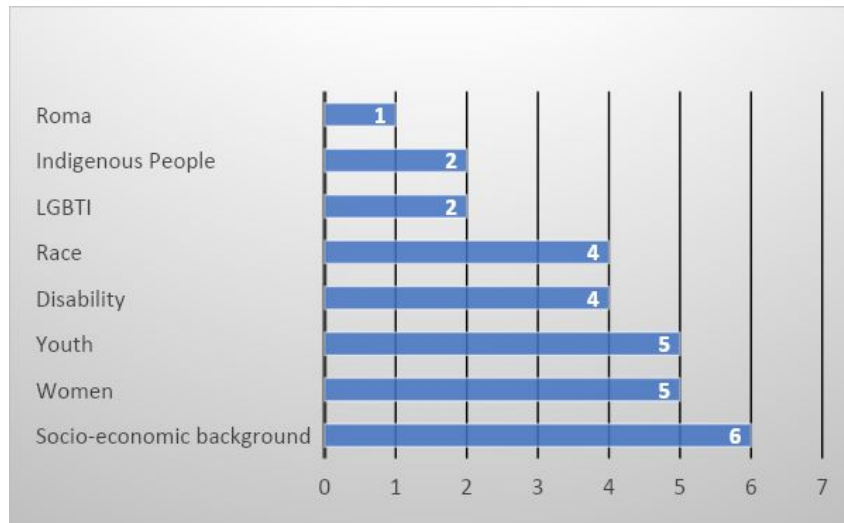
AMNESTY'S INTERNAL DIVERSITY

Analysis: Most IS respondents agree that internal diversity of the Movement should reflect the societies we are embedded in. This means improving recruitment, ensuring diversity in leadership, improving diversity through new partnerships, and **capacity building of our own staff on diversity and inclusion**. Groups that we should specifically reach out to include people from different **socio-economic backgrounds, women, youth, people with disabilities, and various races** to name a few.

The main point from IS respondents (50% - 18 out of 36) regarding internal diversity is that the Movement should look like the societies we are embedded in. This is outlined in the following areas:

- **Recruitment:**
 - 44% (7 out of 18) of IS respondents explicitly stated that recruitment is an area to strengthen in order to become a more inclusive organisation. This includes a) advertising roles through different (online and offline) channels, b) reviewing current recruitment practices to ensure that hiring managers consider other skills beyond academic qualifications or stellar global work experience when assessing candidates, c) providing financial support to recruits coming from disadvantaged socio-economic backgrounds, d) increasing opportunities for interns and volunteers to join Amnesty in a professional capacity, and e) to identify areas where we lack diversity and run outreach schemes to increase recruits in those pools.
- **Diversity in leadership:**
 - 28% of all IS respondents (5 out of 18) saw diversity in leadership as a key factor to support an inclusive Movement. We should promote more leaders from diverse backgrounds across the Movement as well as allow for secondments from across the Movement. Some people suggested an idea to have concrete targets for diversity of its leadership, staff, and supporters to track progress.
- **Diversity through partnerships:**
 - Some IS respondents (27% - 4 out of 18) saw alliances with other organisations as a key way to improve Amnesty's internal diversity and attract different groups. Having stronger alliances with partners, especially those working on discrimination, will enable a greater diversification of our staff, members, and supporters.
- **Capacity building on diversity and inclusion:**
 - Capacity building in regard to diversity and inclusion was seen as essential to foster true inclusion, according to 27% (4 out of 18) of IS respondents. This means that internal staff and volunteers should receive mandatory training on topics related to diversity and inclusion such as unconscious bias training, privilege/power training, etc. This also includes having a robust code of conduct and grievance redressal policy for the Movement.
- **Groups we should open up to more:**

- People from disadvantaged socio-economic backgrounds - 6 respondents
- Women - 5 respondents
- Youth - 5 respondents
- People with disabilities - 5 respondents
- Various races - 4 respondents
- LGBTI+ people - 2 respondents
- Indigenous people - 2 respondents
- Roma - 1 respondent



NEXT STRATEGY SUBMISSIONS

GENERAL PUBLIC

The results of the global public survey hosted in August 2019 are essential to complement internal discussions and processes, as well as more formal input coming from external partners and national entities of Amnesty from around the world. Because of the structure of the survey and the software we used (Pol.is) we can identify key areas emerging of consensus as well as issues that could be perceived as more contentious – where we have an equal split of agreement and disagreement.

AREAS OF CONSENSUS

Regarding the broad areas of **consensus** emerging from the survey, the steer is to engage more with **schools and grassroots communities**, create **shared agendas** for change with partners, consider **non-traditional partnerships**, and improve the **accessibility of our work**. Finally, the quality of our **research** should remain at the forefront of Amnesty's work.

AREAS OF CONTENTION

On the other hand, areas that could be perceived as contentious are Amnesty **working more with political parties**, focusing on **prisoners of conscience**, **supporting grassroots** movements with resources and infrastructures, having **quotas** from marginalised groups in our leadership structures, **hiring less people with master's degrees**, and reducing work **on conflict/humanitarian crises**. Finally, the issue of which level of priority should be dedicated to **climate change** also emerges as a contentious area.

ANALYSIS

In our own qualitative assessment of the survey results across all questions, there are four key points that emerge overall:

1. The **centrality of Amnesty's research** comes through strongly with a high level of consensus;
2. Amnesty should **invest in human rights education (HRE) and capacity-building** to connect with others;
3. Amnesty should consider its use of **language** (and communication in general) as to how it can be more inclusive, accessible and resonate with the public;
4. **Climate change** is an issue that featured strongly in all conversations – so while there is a clear sense that this is a very topical and important issue, there is disagreement as to what level of priority Amnesty should allocate to it.

To view the full report, please download it [here](#).

**DESIGNING AMNESTY'S
NEXT GLOBAL STRATEGY**

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please get in touch with
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To see many more ideas and provocations that amnesty received during the input phase, visit the next strategy blog at
<https://nextstrategy.amnesty.org/blogs/>

SUMMARY SYNTHESIS

INPUT PHASE

FEB – JULY 2019

For any questions on the synthesis,
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