DESIGNING AMNESTY'S
NEXT GLOBAL STRATEGY

SUMMARY SYNTHESIS

INPUT PHASE

FEB – JULY 2019

SUMMARY SYNTHESIS OF INPUT PHASE

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 the movement and all responses were collated through written submissions and a global online survey.

This summary highlights some **areas of consensus** that emerge on both the HOW and WHAT of Amnesty's future work **across the consultation stakeholders groups** (partners, national entities, IS, general public). A much more detailed breakdown of the input received, as well as further areas of consensus can be found in the full 'Synthesis Report'.

DATA SET AVAILABLE & METHODOLOGY

Our global listening exercise involved:

53	Sections
25	IS programmes & teams
11	Amnesty global networks / cross-organisational groups
74	External partners

The input phase generated a total of 162 written submissions: 53 from national entities, 25 from IS offices and programmes, 11 from Amnesty global networks and 74 from partner NGOs and other external organisations (i.e. funders, NGOs, UN offices). Many sections run wide and rich listening exercises with their national activism groups, partners and supporters.

There is a heavier representation of Europe in the sections' data reflective of Amnesty's presence (just short of half the input is from Europe – 22 out of 53 entities). There is a more balanced geographical representation when it comes to the input of external partners.

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 could be grouped together around a coherent opinion group that

organically emerged from their answers.

Overall, the Global Strategy & Impact programme at the IS 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. The qualitative analysis focused on identifying opinion groups emerging within the different categories of ideas brought forward.

The full data set can be accessed here for those with access to SharePoint: Link to dataset

REGION WHERE SECTION RESPONDENTS ARE BASED
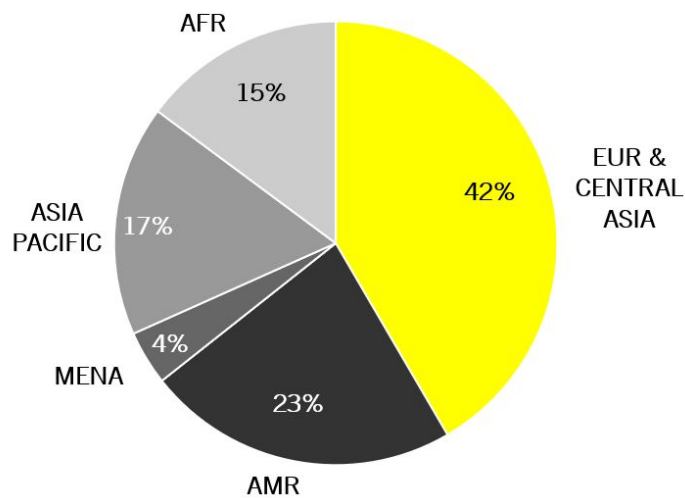
REGION WHERE EXTERNAL PARTNERS' WORK IS FOCUSED

KEY DIRECTIONS:
HOW AMNESTY SHOULD WORK

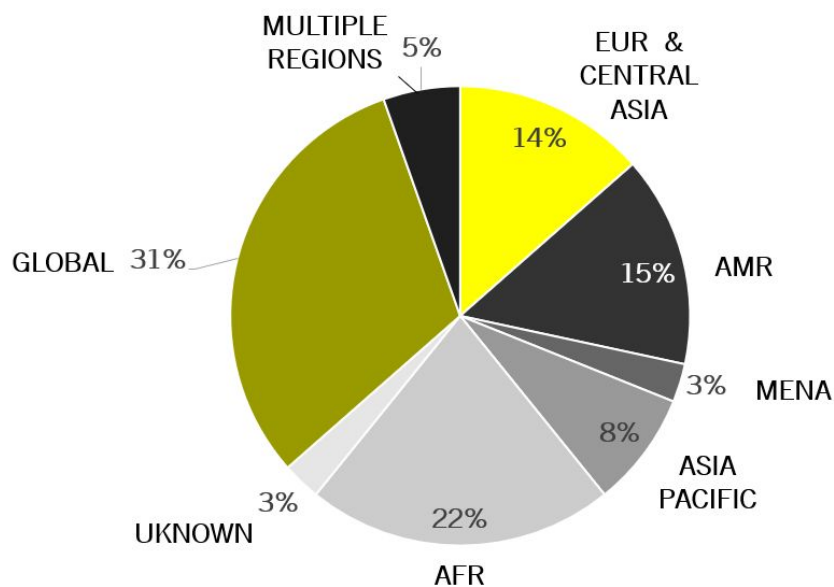This section highlights key directions of travel that have emerged from the consultation on *HOW* Amnesty should better work in the future. The strategy process asked questions about how Amnesty can influence power, change narratives and attitudes, become a bigger and more diverse movements and a better partner. From a purely *quantitative* perspective, the top tactics that come through as the ones that national entities are mostly interested in investing in the next strategy are:

- Communications (90%),
- Working with partners (86%),
- Activism & mobilisation (77%),
- Human Rights Education (77%)
- Research (69%)
- Advocacy (69%)

The following section elevates key points and potential directions of travel that emerge by looking qualitatively through the data set and complementing it with other data and analysis available[1].

1. DEVELOP STRONGER LOCAL AND GRASSROOTS CONNECTIONS AND DECENTRALISED ACTIVISM

A key direction of travel emerging across all stakeholders is moving Amnesty towards **stronger local and grassroots partnerships**. There is emerging consensus around Amnesty investing in closer connections at the community level – both with organisations but also with regards to own members and supporters.

What this looks like in practice for the consultation respondents is:

- Amnesty investing more in strengthening the capacities and skills of its partners, through mentoring, sharing of tools and practices;
- Increase the independence and autonomy of activists, volunteers, and members – and invest in training, mechanism and processes to achieve 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 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"
       - External partner

---

[1] These include 2016-2018 Impact Reviews, HRE global progress reports, Global #NextStategy Survey results, results from live voting at the 2019 GA meeting, 2018 horizon-scanning paper to the 2018 GA meeting.

External partners share the view that Amnesty's contribution to the human rights ecosystem could be improved, by assuring four shifts in its strategic model:

    i)   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.

    ii)   Strengthening its role of 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.

    iii)   Facilitating connections and alliances – as Amnesty is a global and highly connected organization, it can play a role of facilitating connections between movements or linking different local processes.

"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 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" (External partner)

    iv)   Becoming a more open and horizontal partner – by involving partners and rights holders in strategy design and evaluation, and by sharing resources and capacities to the broader movement including through engaging in non-Amnesty branded work where relevant.

86% of **section respondents** refer to coalitions and partnerships as a key element and parameter for Amnesty's next strategy. More than half of those converge on defining Amnesty as an organisation who should enable, empower and strengthen its partners by:

- Playing an important role connecting different local struggles or build bridges between different movements including across borders.
- Upscaling local struggles and perspectives to national, and particularly global levels: facilitating access to global institutions, media and the public debate, or mobilizing international solidarity;
- Strengthening local organizations and NGOs through training, capacity building and mentoring.
- Providing local organizations with evidence, analysis and information obtained through rigorous research and fact checking.

> *"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*

IS teams are equally supportive of this direction of travel – focusing on the importance of Amnesty supporting partners (i.e. amplifying calls and leveraging their work globally), as well as providing capacity-building. This includes working to train & upskill sections to build locally relevant alliances, give platforms to partners and help activists work across borders.

A note of caution should be flagged, however, signalling some concerns about the *extent* to which Amnesty should go in this direction. The statement from the global survey that focused on engaging with schools and grassroots communities scored the *highest* agreement percentage of the whole survey:

Engage with schools, involve grass-roots communities, use story telling/stories of change to demonstrate what worked/successes.	87% agree, 2% disagree, 10% pass

On the other hand, an adjacent question was asked during the 2019 Global Assembly Meeting with results which showed a more divided picture.

Amnesty should step back and use its resources to support and build other grassroots movements - through transferring skills, resources and infrastructure

Agree	Disagree	Unsure
40%	46%	24%
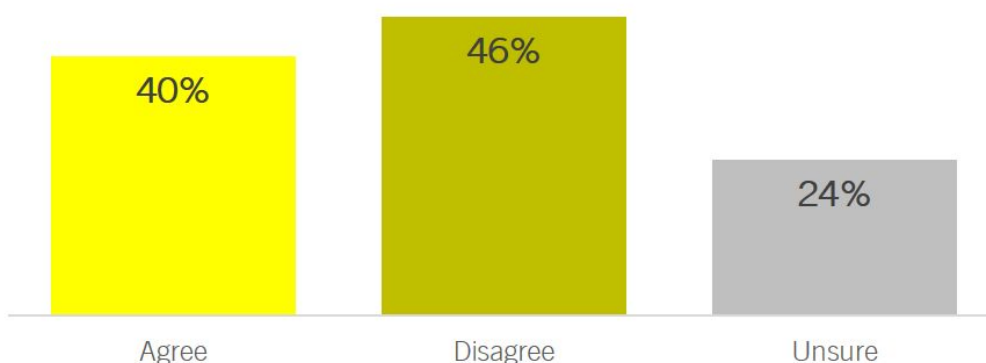
When it comes to strengthening members' independence and autonomy - one opinion group emerging from sections is supportive of increasing the autonomy and power of Amnesty's activists by investing in digital platforms for **autonomous organising across geographic areas**. 50% of **sections** discussing leadership, governance and new ways of working insist we should value and empower more our membership – by developing new models of participation and activism that allow decentralized and bottom-up activism, connection with local movements, participatory campaigns and more inclusive decision-making processes. **IS results** also suggest support towards this direction of travel – with a focus on being able to train and trust our activists and provide more flexible forms of engagement. Within this trend, there is some disagreement about how risk-averse we should be in going forward with this approach although there is broad agreement this direction of travel would require an investment in training and capacity-building and quality control mechanisms.

A trend within both sections and IS respondents suggested that Amnesty should focus on finding, developing and promoting community-level leaders who can self-organise, educate and mobilise others in their communities. Respondents described how Amnesty should adopt a "train and trust" approach by which activist leaders are identified, trained and supported to lead in actions which should include shifting narratives in their communities and in advocacy with local authorities or relevant power holders.

> *"There is huge power in Amnesty'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. Amnesty should develop a train and trust model that gives supporters the tools, skills, support, and resources to lead on campaigns locally"*

"*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 in confronting fear and shifting attitudes*"
- Amnesty Global Group on Activism

External partners who want Amnesty to further invest in its activism and mobilisation, explicitly talk about the importance of being more embedded in local agendas,and supporting a varied repertoire of actions such as community-based solutions.

Finally, this direction of travel also surfaced during the 2019 Global Assembly meeting – with a clear endorsement of this point.

Amnesty members should be able to independently start their own campaigns and actions that are relevant to their local

Agree	Disagree	Unsure
64%	25%	12%
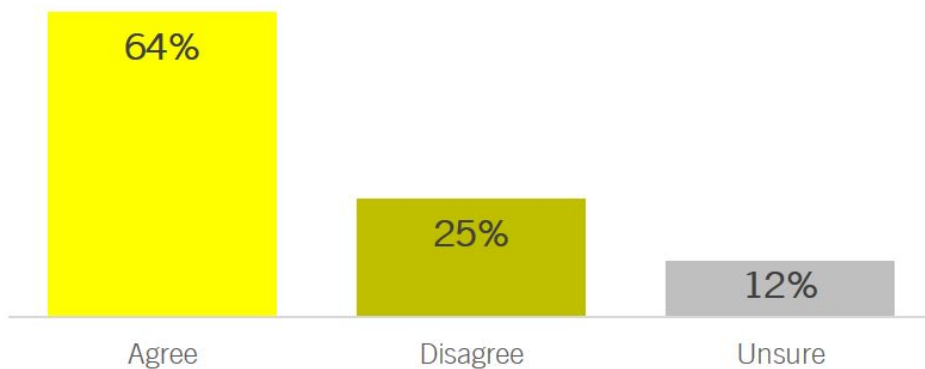
2. DEVELOP STRONGER LOCAL AND GRASSROOTS CONNECTIONS AND DECENTRALISED ACTIVISM

The vast majority of section respondents (77%) discuss HRE and capacity building as a key element for Amnesty's next strategy. Within this cohort, the main opinion group is that globally, HRE, and capacity building are interventions that are considered as the basis for **creating informed and active citizens as well as an energised supporter base** which is considered crucial for achieving impact. This view is held by respondents across all regions. Another element of consensus is that an investment in HRE can increase **youth** engagement and involvement within the movement – as long as we can work on becoming more **inclusive and accessible**. A similar view is also held by 83% of IS respondents.

The added value of investing in these tactics is well outlined by both North and South sections:

"In this era of fake news and propaganda, human rights education has become an important vector of change and should be duly valued by our movement as an important tool to promote and defend rights. The young people in our section form an extremely mobilized and lively force and it is thanks to human rights education that we are able to recruit and mobilize them"
- *Amnesty Canada FR*

"Supporters and activists who support Amnesty in taking actions and promoting our campaigns must first understand the reason for our fight. And this can only be achieved through human rights education. People need to understand and appreciate the need for Amnesty's campaign and HRE is the best tool to use to achieve this"
- *Amnesty Ghana*

"What is essential is to put people at the centre and help them to develop their own ideas and build their own narrative on the basis of a shared vision in which each person knows how their rights are affected"
- *Amnesty Peru*

IS respondents fall under a similar pattern with 83% respondents saying that Amnesty should continue to *lead* on HRE and capacity building - both online and offline and also to improve diversity and inclusion. While sections mainly see HRE benefitting our members, supporters and communities, there is a bigger focus from the IS on wanting to invest in HRE on partners and other stakeholders to more broadly strengthen civil society as a result. The same view is held, not surprisingly, by the majority of partners who would see themselves as the recipients of an increased investment in capacity-building. They suggest potentially expanding HRE in the way it is currently understood and articulated internally – and seeing it as a much more cross-cutting approach to audiences and tactics.

Finally, we could also identify an opinion group from both sections and the IS that looked at the need to invest in HRE/capacity-building for our *own* staff. Both IS and sections mention **diversity, inclusion and safety** as the biggest gaps that we should focus on when working with staff.

3. GUARANTEE AND STRENGTHEN THE QUALITY OF RESEARCH

A clear message that Amnesty must continue to strengthen its own research has emerged throughout the consultation process – through the global survey, the Global Assembly discussions, and the submissions by national entities, IS and partners.

69% of sections and 72% of all IS respondents speak about how research must be an integral part of Amnesty's next strategy. In particular, there is a general consensus that research underpins, and should continue to underpin all of

Amnesty's work but that going forward it must integrate more closely with other tactics to avoid it being a stand-alone approach.

IS respondents go into more detail about how to improve research – with opinion groups emerging on:

- Adopting more participatory approaches to undertaking research, for example, by reviewing research protocols and allowing for a greater inclusion of young people and partners in research.

- Improving the speed and agility of research, while safeguarding its accuracy and objectivity.

"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"
- Amnesty Czech Republic

"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"
- East Africa, Horn and Great Lakes Regional Office

The centrality of research in Amnesty's model of change came through clearly in the global survey results – featuring in some of the statements receiving the highest agreement rate overall.

Amnesty's added value lies in its **independent, non-political and strong research** work on human rights violations worldwide.	80% agree, 4% disagree, 15% pass
Always always be **correct and well researched**, not fall into the fake news and easy emotional narratives of populists and other opponents	81% agree, 1% disagree, 17% pass

External partners don't consider Amnesty's research as central to the future of the organisation when compared to other work. 23% of external partners see research as a key element of AI's added value - after coalition-building (87% of respondents), communications (60%), advocacy (54%), activism & mobilisation (41,9%), capacity-building (40,5%), and membership growth (38%).

4. FOCUS ON RELATABLE COMMUNICATIONS AND SIMPLIFY OUR LANGUAGE

Across all respondent groups, there is a call for Amnesty to seriously invest in simple and accessible communications and discourse that **popularizes human rights** values – use storytelling and personal, emotional language. Human rights should be framed as **every day, culturally resonant values to win hearts & minds**, to fight demonization, illiberalism, and to revive trust in the human rights framework.

90% of **section** respondents discuss improving communications and changing the way we communicate human rights as a key element for Amnesty's next strategy. When analysing the responses, the following opinion groups emerge suggesting specific shifts:

1. The most supported idea is to bring human rights close to people's everyday concerns, lives, and realities and cultural contexts and stop treating them as something abstract or something that is only useful to *few* people. Amnesty's communications approach needs to carry the message of 'why' human rights can be a positive force for change. There is a diversion between the sections that are suggesting Amnesty should open-up to other perspectives and framing for human rights (i.e. be more open to indigenous, religious, feminist, working class ideas of dignity and justice) and those prioritising the need to stay firmly close to the language of human rights standards.
2. The clearest ask is to simplify Amnesty's language. This translates to: making it accessible; proving more clarity; making complex issues digestible without oversimplifying; avoiding legal and technical terminology. It is often connected with producing short and visual outputs and aligning to the aesthetics of young people. This shift is seen as key for reaching majority audiences; reaching low-income communities with less access to education; and making human rights relatable to the everyday life of ordinary people.
3. The third most supported idea is to deploy emotive, personable, relatable communications and tools that generate the empathy of audiences.

"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*

IS respondents fall in line with sections views – with overall consensus around the idea that the human rights framework is the skeleton of Amnesty's analysis, but we need to be better at communicating in a way that is easy, accessible, approachable and also targeted to different audiences.

External partners also talk about the importance of Amnesty investing in communications – this comes up as the second tactic Amnesty should invest in at 60,8% of all respondents. A key opinion group emerging suggests a communication strategy centred on people, that starts from real life stories, and particularly gives a platform for the struggles and voices of HR defenders, showing examples of hope, success and resilience. This should allow overcoming a legalistic approach to human rights.

It is worth mentioning though that despite the focus on relatable communications by both sections and the IS - and the focus on transferring resources to partners discussed in the previous section, the suggestion of opening-up Amnesty's communication platforms for partners and HRDs to utilise does not emerge from either sections or the IS.

Finally, **external partners** clearly suggested that Amnesty goes beyond the traditional human rights framework, building a systemic narrative that goes to the roots of injustice, by addressing social-economic inequality and exclusion, and environmental sustainability. Some partners suggest the necessity of an intercultural dialogue with non-western notions of justice and dignity.

> *"As the movement has been focusing on campaigning against human rights violations, we are also concerned that Amnesty 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 "whys" in order for the ordinary public to easily access human rights issues...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, Amnesty needs to consider fundamental approach to communication in this regard"*
> - *Amnesty Korea*

5. INCREASE OUR CAPACITY TO TARGET CORPORATE ACTORS ACROSS OUR THEMATIC AREAS

Across sections, IS and partners, the need for Amnesty to step-up its advocacy targeting corporate actors emerges as a priority. Amnesty needs to better identify corporate and other non-state power across its areas of work and **increase its evidence, expertise and methods** to engage with it.

40% of **sections** who discuss advocacy stress that Amnesty needs to build a stronger infrastructure for targeting corporations. This is associated with improving our power analysis and being less ritualistic in choosing our targets. This IS data also elevate that point (48% of respondents) – also through talking about non-state actors more broadly, including financial institutions. A similar point of consensus emerges also from external partners seeing Amnesty as uniquely placed to influence non-state actors (41% of partner respondents).

Both collaborative and disruptive approaches to corporate actors are suggested, though corporates are mostly considered as "targets" rather than organisations to partner with. The Amnesty Business and Economic Relations Network explicitly suggests 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. In this context, respondents would talk about approaches such as organising boycotts, shareholder activism and similar actions against corporations.

> *"The digital transformation is changing our realities at high speed across the globe and governments as well as big tech companies are part of shifting boundaries which have been securing human rights and important safeguards. There is a great lack of transparency and accountability that we believe that we have to defend and secure human rights in the digital age. We see that the challenges range from very practical threats for individuals or communities to an overall need to 'boost' the existing international human rights frameworks to effectively secure human rights in the global digital transformation. Therefore, we do think that the human rights implications of the digital transformations on all areas of life and global economy have to be part of our work in the next years."*
> - *Amnesty Germany*

This direction of travel can also be considered under the light of recent impact reviews– where Amnesty's work on Business & human rights and Technology (which often targets corporates) regularly comes up as high-impact. In 2018, both areas of work scored the highest rate across our portfolio of impact that, according to staff, would not have happened without Amnesty's work.

OTHER AREAS OF ATTENTION

The submissions by sections, IS teams and partners touched upon many more issues on the *how* of the strategy and further detail is available in a longer synthesis report. Here are a few other key points emerging from the data analysis that are worth of notice:

New forms of activism: A key opinion group emerging from sections elevates the need to improve our activism are expressing openness to embrace civil disobedience and non-violent direct action or other more disruptive form of activism (boycotts and shareholder activism often mentioned). Openness is often expressed with some caution around assessing risks and opportunities.

> *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

Socio-economic diversity: 71% of all sections mention internal diversity as a key element of the next strategy – with a clear focus on increasing diversity of both staff and membership – especially to include affected communities. When going into more detail on which groups or identities Amnesty should strengthen, people from different socio-economic background come as top priority for both sections and IS.

> *"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*

Internal ways of working: 32% of section respondents mention the importance of building a more integrated and horizontal organisation to breakdown current silos and blockades for efficient and effective work. This includes better use of technology to facilitate communication and decision-making, building trust throughout the organisation, better evaluation of the effectiveness of our work, better prioritisation of our work, and balancing short-term, reactive, and long-term work towards a transformative focus on root causes.

When it comes to internal planning, decision-making and governance, 65% of sections believe this is an area that must be improved. IS respondents largely focus on internal planning as an area of focus (61%) – particularly talking about better investment in long-term work and better integration across teams and functions.

> *""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*

The question of decentralisation of functions and work to sections came up mainly from IS respondents. 40% of those talking about leadership and governance suggested that Amnesty continues to decentralise power to sections to do more work locally as long as appropriate resources, guidance and support from the IS can be secured. In particular, sections should have greater autonomy in making decisions including on developing partnerships, working on thematic areas, and determining campaign priorities. References to this point from sections are fewer but come from both South and North – talking about a subsidiarity principle between IS and sections and the need to build on sections' current or potential strengths in identifying local priorities, forging partnerships and doing research.

KEY DIRECTIONS: *WHAT* AMNESTY SHOULD WORK ON

The input phase asked all stakeholders what themes Amnesty should be leading on, supporting others or dropping. A diverse picture emerges across respondents but there is consensus emerging around some key points:
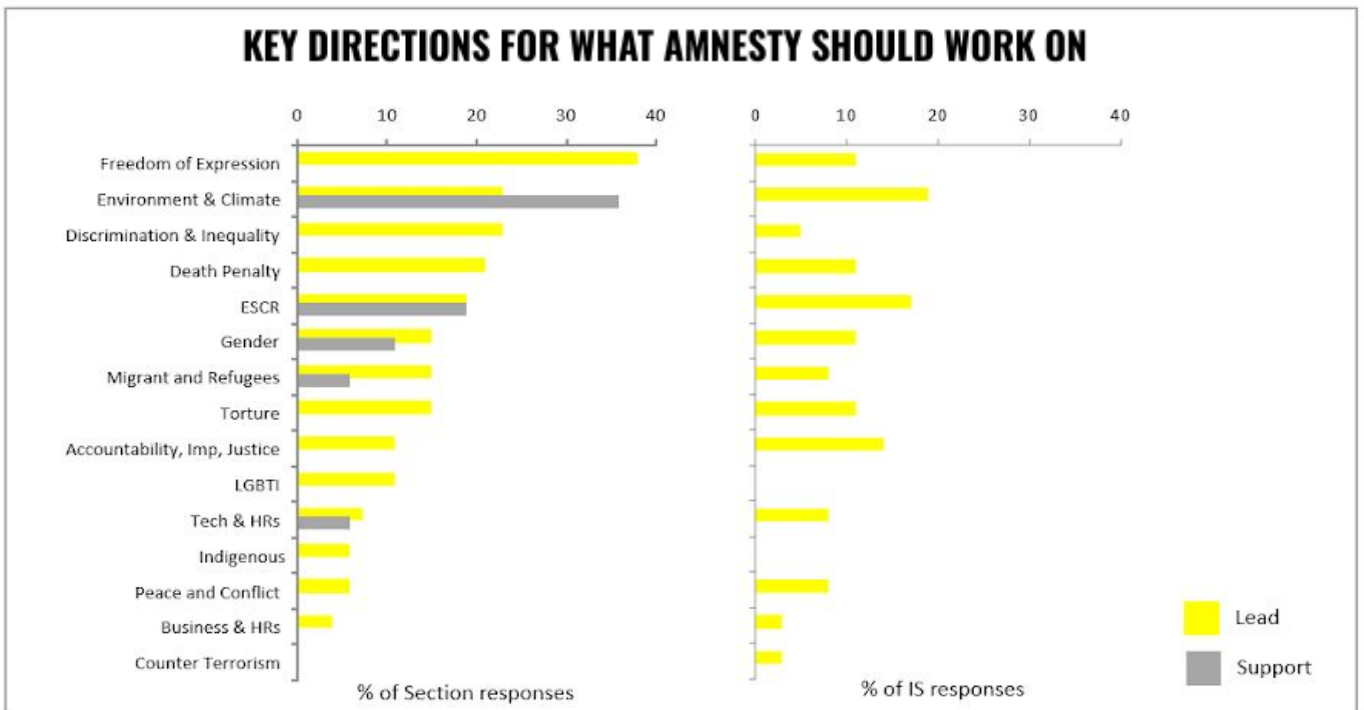
- **FREEDOM OF EXPRESSION** - Across national entities and partners the issue that comes is most supported as one that Amnesty should lead on is **Freedom of Expression, Assembly and Association** – widening work from supporting and defending HRDs to protecting civic space and freedoms in the face of rising authoritarian governments. 38% of all sections (the biggest opinion group emerging on themes) considers this a core and fundamental issue that Amnesty should focus on considering its expertise, strong reputation and current risks in the world. This is also a message that emerges from external partners – with 40% of partners who talk about human rights themes making specific references to HRD work and a stronger response to rising authoritarian regimes. Only 11% of IS respondents suggest leading on this issue – more emphasis is place on the environment, economic and social rights and accountability.

- **ENVIRONEMᴇɴᴛAL AND CLIMATE CHANGE ISSUES** - There is broad consensus that Amnesty has a key role to play on **Environmental and Climate Change issues**. While there is some difference of perspective as to whether Amnesty should be at the forefront of the issue or working more as a supportive partner (23% lead 36% support for sections, 19% support 8% lead for the IS), there is agreement that this issue should cut across existing areas of work (i.e. HRDs, refugees) and be guided by the human rights framework.

- **INEQUALITY** - **Inequality** is broadly the third issue surfacing as an area of consensus – although with some conceptual differences. 23% of sections believe work on discrimination should be core to Amnesty's future work – but mostly referring to discrimination on the base of race, origin, faith, gender or sexual orientation. Regionally this view is prevalently held by European sections. Work on socio-economic inequality and economic-social right is seen as key with some difference as to whether Amnesty should lead in this area or support others (19 % sections believing Amnesty should and the same exactly for support). A clear steer to lead on economic-social rights is coming mostly from sections in the Americas

and Africa, while European sections mostly lean towards a supporting role. IS respondents give a clear steer for Amnesty to lead on economic and social rights (the second most prioritised issue for the IS after the environment). When discussing Amnesty's overarching approach to work there is a clear steer from the IS towards looking at structural inequality in a more comprehensive and systemic way – suggesting a strong shift to identify and address root causes of human rights violations, better understanding power imbalances and intersecting forms of discrimination. External partners equally believe Amnesty should focus more on intersectionality (20,5%) and root causes of human rights violations (33%).

While the question was specifically asked about which issues Amnesty should **drop**, and some respondents both in the IS and section do suggest that Amnesty needs to do less and do it very well, there is very little guidance over what to drop or fade out..

External partners who suggest areas of focus for Amnesty going forward, have talked about Freedom of Expression (40%), followed by HRE and capacity-building (24%), crisis and conflict (11%), Environment and climate change / Gender / Impunity and Criminal Justice / Death Penalty (9%), and Business & HR (7%).

The following graph outlines overall results disaggregated by IS and sections. For a more detailed analysis, the full synthesis report can be consulted.

KEY DIRECTIONS FOR WHAT AMNESTY SHOULD WORK ON

% of Section responses — % of IS responses

Categories: Freedom of Expression, Environment & Climate, Discrimination & Inequality, Death Penalty, ESCR, Gender, Migrant and Refugees, Torture, Accountability, Imp, Justice, LGBTI, Tech & HRs, Indigenous, Peace and Conflict, Business & HRs, Counter Terrorism

Legend: Lead, Support

A VISION FOR OUR FUTURE PURPOSE

While the input phase did not include a specific question on future vision for Amnesty as an organisation, respondents overwhelmingly attempted to provide a short description of what Amnesty is and should be at its core. What emerged is a varied picture pointing at the many components of Amnesty's work. However, this also shows that as a movement we may have potentially competing visions of what, ultimately, we're all about. The synthesis can broadly identify *five visions* which place a different emphasis on parts of our work - with significant overlaps between them (as expressed in the consultation data):

- **Amnesty the watchdog** - Seeing Amnesty primarily as an organisation that calls governments out for violating human rights and holds them to account no matter what.
- **Amnesty the innovator** - Seeing Amnesty primarily as an organisation that can show how human rights can benefit people's lives, suggesting solutions for a better world and connecting struggles.
- **Amnesty the people-power movement** - Seeing Amnesty as a movement made of activists and supporters who can organise, mobilise and connect with other movements to uphold human rights worldwide.
- **Amnesty the rebalancer of power** - Seeing Amnesty as an organisation who ultimately wants to address the systematic power imbalance that exists in the world, providing a platform to those who are most marginalised or those who want to make change.
- **Amnesty the educator/consciousness raiser** - Seeing Amnesty as an organisation who can educate and empower societies about how to know and claim their human rights.

Sections place themselves **equally across the whole spectrum of these visions** without a clear preference, while IS respondents see mostly Amnesty as a people-power movement (32% of IS).

No matter what vision respondents are talking about, there are two key elements they all have in common: the human rights framework as the foundation and parameter of Amnesty's work, and the accuracy and quality of our information and analysis as a starting point of action. Firmly relying on the human rights framework as a basis of Amnesty's work emerges as clear consensus from both sections and IS - although a vocal minority suggests we should be bolder in its interpretation and seek its expansion where relevant. When it comes to external partners, while 20 % insist on the centrality of the framework as the basis of Amnesty's work, 41% suggest Amnesty should go beyond that — by including environmental sustainability, questioning dominant socio-economic systems, and dialoguing with non-western notions of justice and dignity.

"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?"
- External partner

DESIGNING AMNESTY'S NEXT GLOBAL STRATEGY

Summary synthesis

INPUT PHASE
FEB – JULY 2019

AMNESTY

For any questions on the synthesis, please get in touch with globalstrategy@amnesty.org

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/

amnesty.org

amnesty.org

AMNESTY INTERNATIONAL