

NATIONAL ACTIVISM STRATEGY

TOOLKIT APPENDICES



AMNESTY
INTERNATIONAL



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APPENDIX 1

TOOLS TO DEVELOP AN ACTIVISM STRATEGY

These Appendices accompany the *National Activism Strategy Toolkit: How to develop an Activism Strategy for your Section* (Index: ACT 10/003/2014).

The tools in this appendix were mainly designed for developing campaigning strategies and project planning and evaluation, but the process is basically the same for developing national activism strategies.



Amnesty Switzerland organizes street action and hands over the petition 'No Arms for Atrocities and Abuses' to the Swiss government, Switzerland, June 2012.

A. RACI MATRIX

What is “RACI”?

RACI stands for Responsible, Accountable, Consulted, and Informed. This approach defines the roles people have in any particular activity or task. The principal value is in making it clear who is accountable for the activity or task, and how others are involved. The analysis itself often helps to clarify points of confusion and disagreement before these can damage results and/or group process.

Responsible	<ul style="list-style-type: none">• The individual(s) who performs the task, responsible for the action/implementation• The degree of responsibility is defined by the accountable person• Many individuals within a process can be (R)esponsible
Accountable	<ul style="list-style-type: none">• The individual who is ultimately accountable• Has Yes/No power, as well as final ownership• Ideally only one individual within a process can be (A)ccountable
Consulted	<ul style="list-style-type: none">• The individual(s) to be consulted prior to an action being taken or a final decision made• Encourages two-way communication• Many individuals within a process can be (C)onsulted
Informed	<ul style="list-style-type: none">• The individual(s) who need to be informed after an action has been taken, or a decision is made• Many individuals within a process can be (I)nformed

What are the benefits of “RACI”?

- To clarify and ensure understanding of accountabilities and responsibilities of individuals or teams
- To ensure that everything within a project/process is completed
- Helps achieve deadlines
- Improves levels of communication and co-ordination
- Clarifies approval and decision-making roles
- Ensures that tasks are being performed and decisions are being made at the appropriate levels
- Stops unnecessary duplication of work

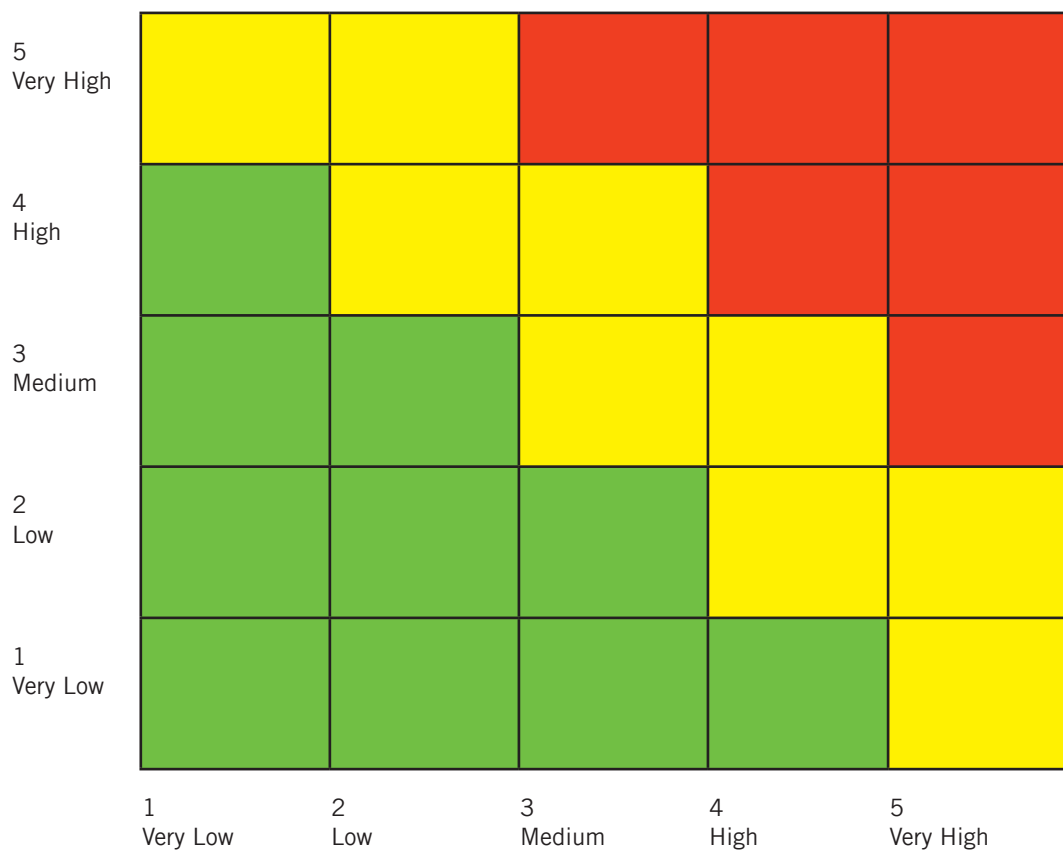
B. STAKEHOLDER MAPPING

Stakeholder Mapping / Analysis	
<p>What is it? Stakeholder analysis is a process that helps you to systematically gather and analyse information to determine whose interests should be taken into account when developing and/or evaluating a project.</p> <p>When to use it? During the planning stage, this tool is useful to map out the project key stakeholders and develop an influence strategy. When evaluating, this tool can be useful to map out the key stakeholders that need to be contacted for capturing the required information for the evaluation.</p> <p>Why use it? Stakeholder analysis can be used to identify the key actors and to assess their knowledge, interests, positions, alliances, and importance related to the project. This allows more effective interaction with key stakeholders and increased support for a given project, policy or program.</p> <p>As a project team, you need to:</p> <ul style="list-style-type: none"> • Know who your stakeholders are • Be aware of their role, responsibilities and interest in the project • Understand their expectations • Determine who has the authority to make decisions about what • Establish in what circumstances you need to seek their opinion/approval • Establish what information they require and what information they can provide <p>Stakeholder Analysis: You can carry out a stakeholder analysis by listing all stakeholders in broad categories – see example below where stakeholders are classified in three broad categories:</p> <ul style="list-style-type: none"> • primary stakeholders, • gatekeepers and • secondary stakeholders. <p>Once you have identified the stakeholders you need to identify the information that can be captured from each of these stakeholders and the most suitable method for engaging with them.</p>	<p>How to use it?</p> <ul style="list-style-type: none"> • Identify the stakeholders of your project by brainstorming with your team, colleagues and other people who are involved in the project at this stage. • Ensure you exhaust all possible stakeholders and groups. • Locate each stakeholder on the matrix according to the level of power and interest in the project to ascertain the level of involvement and communication required. • If you are mapping stakeholders for evaluation purposes, it would be useful to outline what information you would expect to get from each stakeholder group and what would be the best method/technique to engage with them so that you get the required information.

C. RISK ASSESSMENT

Risk Assessment	
<p>What is it? This tool uses a simple matrix to consider what risks an organization, community, individual or project faces, how likely they are to happen and what the impact of them happening will be.</p> <p>When to use it? Risk assessment is an important and vital part of project management. A good risk assessment takes place during the project planning phase. Almost everything we do involves a risk of some kind but formal risk assessment and risk management can help you to assess these risks and decide what actions to take to minimize disruptions to your plans. They will also help you to decide whether the strategies you could use to control risk are cost-effective.</p> <p>Why use it? Carrying out a risk assessment helps to:</p> <ul style="list-style-type: none"> • Identify dangers associated with your project. These dangers might include the project (or activities within the project) having a negative impact on people's lives or worsening the situation instead of improving it • Identify how likely it is for the project to encounter a particular danger • Identify the impact a danger might have if it occurs • Judge whether or not the risk associated with carrying out an activity, or the whole project, is acceptable • Decide whether or not to carry out a particular activity or be in a particular situation • Identify how to lessen the likelihood of encountering a danger, or lessen its impact if it does occur 	<p>How to use it?</p> <ul style="list-style-type: none"> • Gather the project team and other stakeholders as relevant – partners and rights holders included if feasible. • Explain the purpose of the exercise. • Draw a risk assessment matrix (below). • Identify possible risks for your project. • Identify the probability of the risk happening – score 1-5. • Identify the likely impact it will have – score 1-5. • Calculate the Risk = Probability x Impact. • Place them on the risk grid. • Assess whether the risk is high or low and act accordingly by either monitoring the risk closely or putting in place activities to minimize the risks. • Develop a contingency plan to mitigate and protect against possible events: <ul style="list-style-type: none"> – Always consult with partners and rights holders to minimize the risks and to work out a contingency plan – Contingency plans focus on possible security incidents during fact-finding/investigation or research missions and travels but they can also be applied to security situations at workplaces, homes etc – A contingency plan usually includes tips and information such as: Back-up resources; information management (security); security of offices; security of data; when to hibernate (keep cover), where to relocate or evacuate (what this means and what it entails); having clearly mapped routes out to safer places. <p>Examples</p> <p>Risk: If Amnesty International raises a particular issue, human rights defenders might be at risk of being detained or threatened. Probability of happening: 5 (high probability). Impact: 5 (high impact). Project or activity within project is too dangerous to start at this particular moment in time. Total risk = 5 x 5 = 25</p> <p>Risk: Project manager leaves the organization. Probability of happening: 1 (low probability). Impact: 4 (high impact). If the project manager leaves then the project will be delayed by at least three months while a new person is recruited. Total risk = 1 x 4 = 4</p>

Risk Assessment: Probability versus Impact Matrix



Rating	Risk Rating Category	Action
1-6	Low Risks (Green)	Ignore
7-14	Medium Risks (Yellow)	Monitor Regularly
15+	High Risks (Red)	Take Immediate Action

D. PESTLE ANALYSIS

A PESTLE analysis is an analysis of the environment as a whole in which an organization operates.

P = Political – How are politics and policy influenced?
Is there space for a popular democratic voice, and political accountability?
Is there freedom of speech? A free press?
A vocal intelligentsia? Corporate power?

E = Economic – What is the state of economic development in your country? Which groups of society are “winners”, and which are “losers”?
What might this mean for the human rights issues of most concern to people and their willingness to engage in activism?

S = Social/Cultural – What is the framework of language and dialogue around human rights, and do you need to adapt Amnesty’s internal language to fit? Is activism safe? Is society polarised on issues that make it dangerous? Is there a history and tradition of popular protest? Are there traditional and common forms of expressing dissent or demanding action? What are the trends in participatory activism?

T = Technological – Is digital and mobile technology widely available and used? Is it controlled? Can it be used for mobilising activism? How can that be done? What are the emerging trends and innovations in digital activism?

L = Legal – What activism is legal, and what is not?
Are there risks? Are group gatherings and protests restricted?

E = Environmental – This has to do with geographical locations and other related environmental factors or issues in the country.

E. FOCUS GROUPS

Focus group discussions

What is it?

This tool uses a set of prepared questions to encourage discussion. It involves organized discussion with a selected group of individuals to gain information about their views and experiences of a particular topic.

When to use it?

- Focus group discussions can be used at the preliminary or exploratory stages of a project and during the project to evaluate or develop a particular programme of activities or after a project has been completed, to assess its impact. They can be used either as a method in their own right or as a complement to other methods, especially for triangulation and validity checking.
- Focus groups can help to explore or generate hypotheses and develop questions for questionnaires and interview guides. They are limited in terms of their ability to generalise findings to a whole population, because of the small numbers of people participating and the likelihood that the participants will not be a representative sample.

Why use it?

Using a focus group discussion helps to:

- Collect information and points of view from a group of stakeholders
- Provide a non-threatening way to explore a particular issue
- Explore local experience and cultural traditions
- Identify the feelings and understanding of different groups about a topic
- Begin to identify priorities for action

Tips for facilitators

- When conducting focus groups on sensitive topics it is often preferable that participants are relatively similar to one another in terms of age, culture, gender, social class, education, marital status, etc. The focus group is best if made up of six to ten individuals.
- Start with a general question to help people relax. For example, "Tell me about any groups in the community involved in...?"
- Avoid closed questions that have just a "yes" or "no" answer and ambiguous questions, which could be interpreted in several ways
- Prepare prompt questions to encourage discussion. For example, if discussing Gender Based Violence you could start by asking: "At what age do women/men usually marry?" "When women are pregnant do they usually see a health worker, a doctor, nurse, midwife or a traditional healer?"
- Try to avoid one or two people dominating the discussion. Ask quieter people for their thoughts

How to use it?

- Before the activity, prepare a topic guide for discussion. This is a list of topics or question areas that you should cover in the focus group discussion.
- Introduce the topic of research/discussion to put everyone at ease, explain the purpose of the discussion and how the organization plans to use the information collected.
- Agree on group rules (speak one at a time, avoid interrupting or monopolizing, etc) and confidentiality. Explain that the discussion is confidential and that participants should respect each other's right to privacy by not discussing what was talked about with people outside of the focus group.
- Inform participants that you will be asking general questions about a specific issue and that you are not requesting that participants disclose personal information about themselves.
- Use the topic guide to direct the discussion and cover all of the relevant topics while allowing the discussion to flow naturally. Questions should be selected because of their relevance to the research objectives while taking into account local knowledge and cultural sensitivities. The sequence of topics generally moves from the general to the specific.
- Ask the first topic question. Encourage participants to take part by asking open-ended questions such as, "What do you think?" "Do you agree or disagree with what has been said and why?" "Would you like to share a similar experience?"
- Keep people focused on the question. When the discussion about a particular question is finished, either summarise the discussion yourself or ask a participant to do this. Ask participants whether they agree or disagree with the summary. Do participants want to add anything? Change anything?
- Repeat the process for each of the topic questions.
- Summarise the main points from the discussion.
- The focus group should last no longer than one-and-a-half to two hours. Remember to allow for extra time if the discussions are to be simultaneously translated. It is strongly recommended that facilitators speak the language of the group participants; however, in cases where translation must be provided for the facilitators, participants should be forewarned that the discussion process will require that participants speak slowly and wait for translation before moving on to the next participant.

F. COMMUNICATION & STAKEHOLDER TEMPLATE

Stakeholder

Using the stakeholder mapping tool (Tool B), locate each audience/stakeholder on the matrix according to their level of power and interest, in order to ascertain the level of involvement and communication required (see Communications plan below). Here is a Section's example of a stakeholder map and communications plan.

Stakeholders	Attitude	Degree of impact	Current state (knowledge, behaviour, actions)	Desired state (knowledge, behaviour, actions)	Current or planned communication activity	Responsible
Individual members including new members	Neutral	Q1 High	Small, passive, no involvement	Some action with Amnesty, increase contribution	Induction, membership guidelines, email, newsletters, sms, phone	Staff member
Individual activists	Champion	Q2 Medium	Active, no follow up with them	Follow up, invite for action, become members	Thank you letter with choices provided	Staff member
Asia Pacific Youth Network	Champion	Q2 Medium	Aware, gap, one way communication	Consult, collaborate for greater impact	Consultation, meetings, regular communication, update	Staff member

Communications plan

Stakeholder	Message	Why	When	How
From stakeholder analysis map				
Individual members including all new members	basic Amnesty, how can you take action / support Amnesty, Amnesty human rights position, Amnesty success	feel and be part of Amnesty, more actively participate, increase support and activism	Annual General Meeting, monthly email, quarterly newsletter, four regions meeting once a year, website update once a week, Facebook update every day	see from when and remember to renew our website
Individual activists	basic Amnesty, how can you take action / support Amnesty, Amnesty human rights position, Amnesty success	future take action / support and become member	after they take action	Email
Asia Pacific Youth Network	what we are doing now and in future, OP, promote meeting	to promote consultation and collaboration	sharing quarterly report, twice a year Skype meeting	email, Skype meeting twice a year

G. SWOT ANALYSIS

SWOT analysis	
<p>What is it? A SWOT analysis identifies the specific position of your organization or project by looking at its Strengths, Weaknesses, Opportunities and Threats.</p> <p>When to use it? You can use it as a simple icebreaker helping people get together to “kick off” strategy formulation, or in a more sophisticated way as a serious strategy tool during the planning stage of a project.</p> <p>Why use it? A SWOT analysis allows you to:</p> <ul style="list-style-type: none"> • Uncover opportunities you can now exploit • Manage and eliminate threats that could jeopardize your project • Motivate people around you to deliver the project by building on existing strengths • Look at weaknesses that can now be addressed without blame and in a constructive way • Look at the impact that the introduction of a new strategy may have on an organization’s staff, volunteers, supporters and activities <p>Tips for facilitators</p> <ul style="list-style-type: none"> • A SWOT analysis is best done in smaller groups. When working with large groups, divide participants into smaller groups of five to eight. • The SWOT analysis addresses your specific characteristics and your ability to respond to challenges posed by your operating environment. <p>Issues to consider are:</p> <ul style="list-style-type: none"> • campaigning strategy • your reputation with peers and founders, and your potential partners’ relationship to the broader movement • quality of management and staff – resources, skills, experience • number of staff and financial viability • use of IT and management information systems 	<p>How to use it? Discuss the meaning of the words:</p> <ul style="list-style-type: none"> • “STRENGTHS” – the good points about the organization or team in relation to the project • “WEAKNESSES” – the fragile points • “OPPORTUNITIES” – the positive openings that exist for the organization, the project and the team • “THREATS” – the things that are or will get in the way of the organization, the project or the team in achieving the goal • Draw a matrix with two rows and two columns. Write or agree symbols for headings of each box in the matrix. <p>Take each box in the matrix in turn:</p> <ul style="list-style-type: none"> • STRENGTHS – What are the specific positive internal advantages you have? For example, well-trained staff, good computers and facilities, clear policy guidelines, an effective team, good relationships with key stakeholders, a reputation for high quality work, active membership support, etc. • WEAKNESSES – What are the specific negative internal difficulties you have? For example, inadequate buildings or office space, over-stretched and under-trained staff, a team which lacks the right balance of skills, unrealistic demands, lack of buy in from key stakeholders, etc. • OPPORTUNITIES – What are the specific external chances you have to improve your position? For example, a chance to apply for foundation grants, new areas of financially viable work, access to potentially better office space, an election in a country you are working in, change in Amnesty’s policies etc. • THREATS – What are the specific external circumstances which could damage the project? For example, failure to meet the expectations of your funders, a competitor setting up and taking work or funds from you, a new campaign which fails to attract supporters, a potentially damaging press campaign. • Discuss how participants can make use of the strengths, reduce the weaknesses and threats and make use of the opportunities to achieve their goals. • Summarise the main points of the discussion. Agree the next steps for action.

SWOT/BEEM Analysis

SWOT/BEEM Analysis									
<p>What is it? The BEEM analysis is a simple way of looking in more detail at your strengths and weaknesses, and considering how to build on your strengths and eliminate your weaknesses, concentrating particularly on the first two rows (see example to the right).</p> <p>How to use it? Once you have completed your SWOT analysis, you need to take action to improve it. You will probably not be able to act on everything at once so pick out the five strongest areas to consider how you can build on these, and focus on five priority areas for improvement within the following 12 months. One way of considering how to go about this is to do a SWOT/BEEM analysis.</p> <p>This exercise focuses mainly on the strengths and how to build on them, and the weaknesses and how to eliminate them.</p>	<table><tr><td>Strengths</td><td>How to Build on them</td></tr><tr><td>Weaknesses</td><td>How to Eliminate them</td></tr><tr><td>Opportunities</td><td>How to Exploit them</td></tr><tr><td>Threats</td><td>How to Minimise them</td></tr></table>	S trengths	How to B uild on them	W eaknesses	How to E liminate them	O pportunities	How to E xploit them	T hreats	How to M inimise them
S trengths	How to B uild on them								
W eaknesses	How to E liminate them								
O pportunities	How to E xploit them								
T hreats	How to M inimise them								

H. MIND MAPPING

Mind mapping

A mind map is a diagram used to help visualize connections between several ideas or pieces of information. It is often created around a single word or phrase, placed in the centre, with related ideas, words and concepts connected to this phrase by lines. Major categories radiate from a central node, and lesser categories are sub-branches of larger branches.

Word cloud / Tag cloud

A word cloud is a tool which visually displays the most commonly repeated terms in a piece of text. The most frequently repeated words in the text appear in the largest possible size, whilst less commonly used words are smaller in size.

CATWOE analysis

The six letters of CATWOE can help you consider the different elements of effective activism.

C = Clients.

Identify your stakeholders/rights holders, how does the issue/process affect them?

A = Actors.

Who is responsible for implementing the change/solution?
What will impact on their success?

T = Transformation.

What processes are affected by the issue?
What change will be brought about as a result of the actions taken?

W = Worldview.

What is the big picture? What are the wider impacts of the issue?
What is the justification for the change you are trying to bring about?

O = Owners.

Who owns the process or situation being investigated?
What role will the owner play in the solution? Who has the authority to make the changes, stop the project or decide whether to go ahead with the change?

E = "Environmental" constraints.

What are the external constraints on the process which could hamper the impact of change? Resource constraints? Limitations of the project scope?

For more information you can also check out this website:
<http://mashable.com/2013/09/25/mind-mapping-tools/>

I. PROBLEM/SOLUTION TREES

Problem Tree	
<p>What is it? This tool involves participants using a drawing of the trunk, roots and branches of a tree to identify a problem, its causes and effects, helping project planners to identify clear and manageable objectives.</p> <p>When to use it? This tool can be used as a participatory exercise during the planning stage to assess the situation. This is an important planning tool as it establishes the context in which a project is to occur.</p> <p>Why use it? Using the problem tree helps to:</p> <ul style="list-style-type: none">• Provide a visual way to look closely at problems• Identify the main causes and effects of the problem• Identify the issues that lie behind the main causes and effects• Begin to identify what can be done to address the causes and reduce the effects <p>Tips for facilitators</p> <ul style="list-style-type: none">• Keep it simple• For each cause and effect, keep asking the participants, “But why does this happen?” until they have run out of ideas. This will help them to identify all of the issues involved, not just the main ones• This activity can get complicated! It helps to give clear instructions at each step, rather than providing all of the information in one go	<p>How to use it?</p> <ul style="list-style-type: none">• Explain the purpose of the tool and ask participants to identify the core problem which may have emerged from using a previous tool – for example “Domestic violence experienced with impunity” or “High maternal mortality”.• Make a large drawing of the trunk of a tree and draw or write the problem on the trunk.• Encourage participants to identify all the main causes of the problem. Draw these along the roots of the tree, indicating that they are “root” problems.• Select one of the main causes. Ask, “Why do you think this happens?” This question will help participants identify the “secondary” causes. Draw or write the “secondary” causes as small roots coming off the larger root of the tree.• Repeat the process for each of the other main causes.• Encourage participants to identify the main effects of the problem. Ask them to write each effect as large branches of the tree.• Select one of the main effects. Ask the participants, “Why do you think this happens?” to encourage them to identify the “secondary” effects. Ask them to write the “secondary” effects as small branches coming off the larger branch of the tree.• Repeat the process for the other main effects.• When completed, discuss what the problem tree shows. For example, how do the causes and effects relate to each other? What are the root causes of the problem?• Participants can now turn the problem tree into a solution/objective tree (Tool #2) to plan activities. <p>> See also Problem Solution Tree</p>

Problem Solution Tree

What is it?

This tool analyses root causes of a problem and outlines possible solutions. It involves participants using a drawing of the trunk, roots and branches of a tree to:

- Establish the core problem – trunk
- Brainstorm causes of the problem – the roots
- Reverse the root causes into solutions – the fruits

It is usually used to identify solutions to problems that have been identified using problem trees (see Tool #1).

When to use it?

This tool is useful during project planning to understand the core problem, its causes and possible solutions.

Why use it?

Using the solution tree helps to:

- Provide a visual way to identify solutions
- Identify what could bring about that solution
- Identify what effects that solution will have on the problem

How to use it?

- Explain the purpose of the tool to participants.
- If you have already created a problem tree (Tool #1) for an issue, participants can easily turn it into a problem solution tree by turning the negative statements of the problem tree into positive statements.
- To understand how that objective can be achieved, participants can look at the root causes and turn negative statements into positive ones. For example, if one of the root causes was “Low level of education and awareness about Human Rights”, it can be turned into a positive statement, or objective, like “Women accessing Human Rights education”.
- Then continue down the roots until the “root” solutions/objectives to creating “Women accessing Human Rights education” have been identified.
- If you have not yet created a problem tree, ask participants to identify a goal they have for a specific issue and then ask participants to make a large drawing of a trunk of a tree and draw or write the aim on the trunk.
- Encourage participants to identify all the things which will bring about that aim. Draw these along large roots of the tree, indicating that these are main “root” solutions/objectives which will make them achieve this overall goal.
- Select one of the main “root” solutions/objectives. Ask “But how does this happen?” This question will help participants identify the secondary “root” solutions/objectives required to bring about the overall goal. Draw or write the “secondary” solutions/objectives as small roots coming off the larger root of the tree.
- Repeat the process for each of the other main “root” inputs.
- Now encourage the participants to identify all the effects that fulfilling the objective will bring about. Ask them to write each effect as large branches of the tree.
- When completed, discuss what the solution/objective tree shows. For example, what activities can be done to make the solution/objective tree happen?

> See also Problem Tree

J. IMPACT MATRIX – AMNESTY DENMARK

Example of an impact matrix

RELEASE ROB SINGH	Max score	Letter writing	Demonstration	Speaker
Reaches decision makers	10	8	5	0
Gives media coverage	10	0	8	0
Known for impact in prisoners cases	8	6	3	0
Easy to evaluate participation	2	0	2	2
Negativity risk	-10	0	-5	0
Etc		-	-	-
Summary		14	13	2

How to create an impact matrix:

- Identify the campaign objective (in this example it's "Release Rob Singh" written in red)
- Identify criteria for selecting which activism methods to use and write each criterion on a separate row
- Allocate a maximum score for each criterion, ranking its importance in relation to the other criteria
- Identify potential activism methods and write each one in a separate column (in this example the methods are letter-writing, demonstration and speaker)
- Discuss each activism method and give it a score according to the level it meets each criterion (bearing in mind the maximum score you've given to each criterion)
- Add up the scores for each activism method
- Note: you don't necessarily need to choose the activism method with the highest score. The impact matrix is a starting point for analysing and prioritising different activism methods. It's a tool to help you make decisions about which activism methods and tools to use

K. FORCE FIELD ANALYSIS

Force Field Analysis	
<p>What is it? Force Field Analysis is an effective method of getting a picture of all the forces for and against a plan. It helps you to weigh the importance of these factors and assess whether a plan is worth pursuing.</p> <p>When to use it? This tool can be used during the planning stage to focus on what works for and against the change you want to achieve. In this way you can analyse existing problems, anticipate and plan more effectively for implementing change. You can also use this during evaluation to assess how these different factors have changed as a result of your interventions.</p> <p>Why use it?</p> <ul style="list-style-type: none"> • See the positive and negative sides to any situation • Where a plan has been decided on, the tool will allow you to look at all the forces for or against the plan. It helps you to plan or reduce the impact of the opposing forces, and strengthen and reinforce the supporting forces • Where a plan has not been decided on, the Force Field Analysis can help you weigh the likely outcomes of alternatives approaches, and refine emerging priorities <p>Tips for facilitators Participants may find it difficult to be open about supporting or resisting factors. A participant may not want to identify a person or group who is a resisting factor. Try to build an atmosphere without blame when using this tool, to help participants talk openly.</p>	<p>How to use it?</p> <ul style="list-style-type: none"> • Explain the purpose of the activity. Explain the difference between “supporting” factors (things that can help bring about change) and “resisting” factors (things that may prevent change from happening). • Describe your plan or proposal for change in the middle by drawing a column in the centre of the paper. • Label the space on the left “supporting factors” and list all forces for change in that column. Label the space on the right “resisting factors” and list all forces against change under this column. • Assign a score to each force, from 1 (weak) to 5 (strong). • When the activity is complete, discuss what the force field shows. For example, how can the group build on the supporting factors? What can the group do to overcome the resisting factors? Which resisting factors are within the group’s control? Which factors are outside the group’s control? • Once you have carried out the analysis, you can decide on the viability of the proposed change. • Where you have already decided to design a project to achieve the desired change, this tool can help you to decide how to address obstacles. Here you have two choices: <ul style="list-style-type: none"> – To reduce the strength of the forces restraining the project – To increase the strength of the forces driving the project <p>See on next page a model of a Force Field Analysis Worksheet – A Problem Solving Activity.</p>

Force Field Analysis Worksheet – A Problem Solving Activity

1. Describe the Problem:

2. State the Problem (statement should say what the situation is now and what you want it to be):

3. Driving Forces:

- a.
- b.
- c.
- d.

4. Restraining Forces:

- a.
- b.
- c.
- d.

5. Possible Steps to Increase:

- Driving Force a.
- Driving Force b.
- Driving Force c.
- Driving Force d.

6. Possible Actions to Decrease:

- Driving Force a.
- Driving Force b.
- Driving Force c.
- Driving Force d.

7. List Most Promising Actions (resource available, human and material):

8. Plan:

9. When and how will you evaluate the results of your plan?

Source: S. Williams, with J. Seed, and A. Mwau, The Oxfam Gender Training Manual, Oxfam, Oxford, 1999.

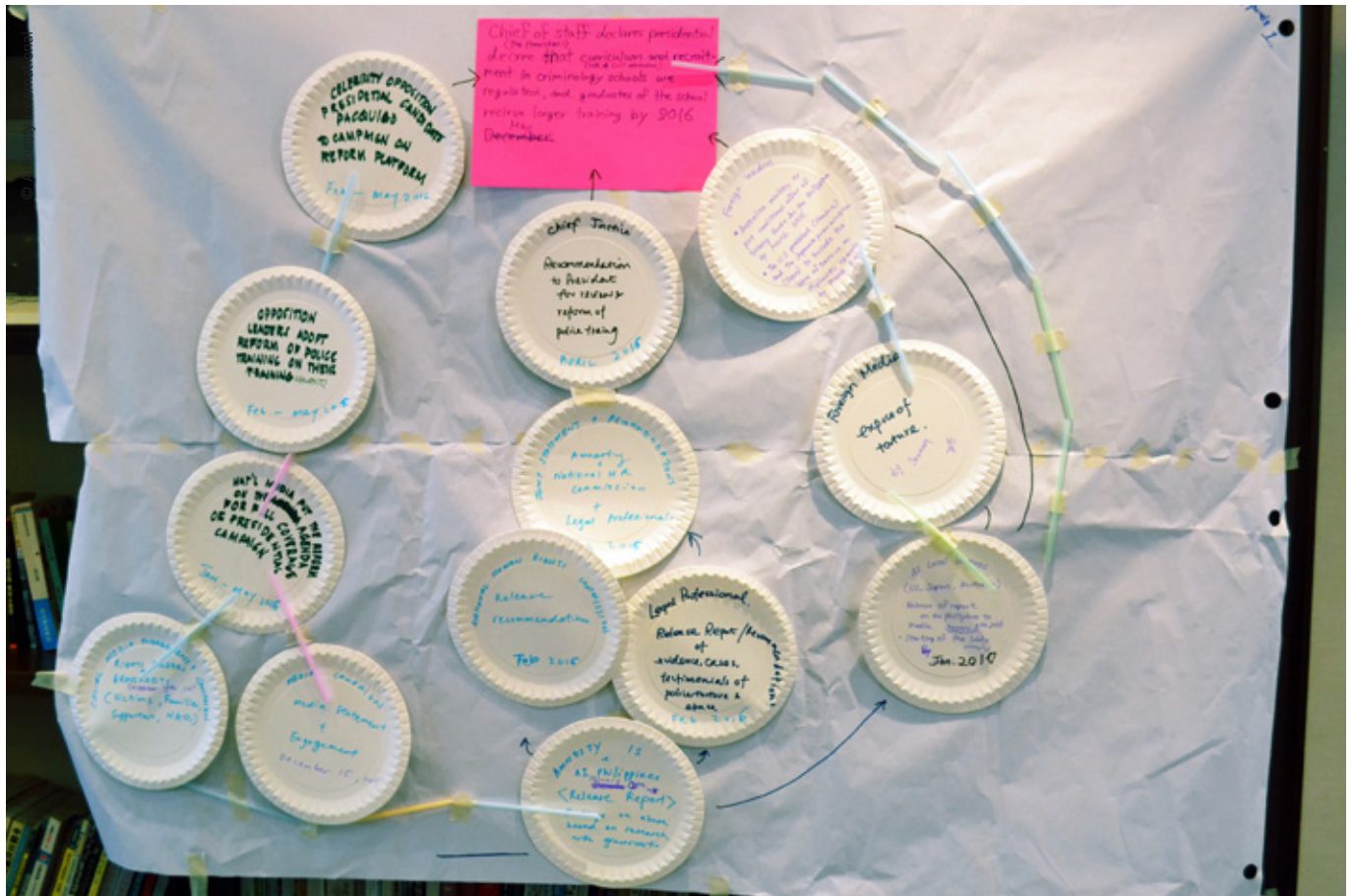
L. CHECKLIST FOR CHOOSING ISSUES – AMNESTY IRELAND

A good issue is one that matches most, but not necessarily all of these criteria. Use this checklist to compare issues, or develop your own criteria and chart relevant to your organization. The important point is that thought is applied to deciding what issues you work on before leaping into work.

What will working on the issue accomplish? Will the issue...	YES	NO
Result in a real improvement in people's lives?		
Give people a sense of their power?		
Alter relations of power?		
Be winnable?		
Be widely felt?		
Be easy to understand?		
Have a clear target?		
Have a clear time frame that works for you?		
Be non-divisive?		
Build leadership?		
Set your organization up for the next campaign?		
Include a fundraising opportunity?		
Cost your organization big money?		
Be consistent with your values and vision?		

Source: Midwest Academy, Chicago IL USA

- Write each objective on a paper plate
- Imagine you are walking backwards. Keep asking the question: what needs to happen to make the change?
- Break each objective down into as many sub-objectives/steps as needed (framed as “who does what by when”) on separate paper plates
- Using paper plates means you can move your steps around easily. When you are happy with the order of the steps, use straws to link up the paper plates and create your path



Critical path exercise using plates and straws as part of the Strategic Campaigning Workshop, Hong Kong, October 2014.

N. MONITORING AND EVALUATION FRAMEWORKS

A Monitoring and Evaluation Framework is used to:

- Identify indicators – signs of success/progress
- Understand what information is needed to assess progress
- Clarify where and how you would get this information

Below is a simple template you can use to develop a Monitoring and Evaluation Framework to help measure and evaluate progress and success against your objectives:

Specific change you want to see	How would you know change has happened or is in the process of happening? (indicators)	How and from where would you capture evidence about the progress you are making? (monitoring techniques)

Example of a Monitoring Framework – Right to adequate housing campaign: Zimbabwe

Specific change we want to see	Signs of Success	Monitoring Technique
<ul style="list-style-type: none"> • Victims of forced eviction are aware of their rights and are able to voice their concerns. 	<ul style="list-style-type: none"> • Evidence of residents taking actions to demand and claim their rights (demanding meetings with local authorities, developing own agenda – ‘people’s plan’) • Evidence of increased participation of residents in different campaign activities • Evidence of residents represented in different consultation/decision making mechanisms/platforms (for example, service delivery platforms, council budget consultations) 	<ul style="list-style-type: none"> • Consultation meetings with residents • Feedback from partners and other key stakeholders such as ZLHR, CHRA, ZCIEA, ZCTU

APPENDIX 2

WHAT DID THE PROCESS LOOK LIKE IN OTHER SECTIONS?



Human rights defenders test and roll out the Panic Button Mobile Application in the East and Horn of Africa, Uganda, May 2014.

AMNESTY CZECH REPUBLIC



Strategy created in: 2013

Time frame: 12 months

Contact person: Gabriela Bartova (gabriela.bartova@amnesty.cz)

The procedure

January 2012:

- Internal brainstorm (office+board members)
- The project team (activism coordinator, board member, local group coordinator)
- First draft

April 2012:

- Discussions with stakeholders (membership, local groups and individual activists during the AGM, NGO partners, Activism Unit)
- Second draft

December 2012:

- New overall strategy was developed meanwhile, so we made slight (mostly formal) changes to make sure these two strategies were harmonized
- Third draft

January 2013-2014:

We keep using it while developing other partial strategies and elaborating operational plans. All partial strategies will be introduced at the AGM in April 2014 as documents which accompany the overall strategy for 2014-2016.

Difficulties

It was quite tricky to bring the whole scale of activists in and not only those who are the most active ones (local group leaders etc). The fact that we think about some shift in the role of activism and having the up-to-now activism base involved also makes it a sensitive issue, so we tried to keep the crucial discussions in small groups where representatives of different stakeholders were present.

AMNESTY UNITED KINGDOM



Strategy created in: 2012

Time frame: 12 months

Contact person: Andy Hackman (andy.hackman@amnesty.org.uk)

The procedure

What	By when
Draft a Project Initiation Proposal (PIP) for discussion	Mid-June 2011
Review of the Activism Strategy 2004 – 2010	Mid-July 2011
Identification of external advisors and clarity on remit	Mid-July 2011
Other key stakeholders review draft PIP (including scope and objectives)	
Initial discussions held with external advisors	End July 2011
Submit PIP for approval – which would act as the Terms of Reference	Mid-July 2011
Key consultation questions identified, along with the structure of the strategy	Beginning September 2011
Consultation on questions with key staff teams including all Campaigns Department teams at Campaigns Department Away Day (and further as necessary), and all Marketing Department Teams – with a particular focus on Community Fundraising	September – November 2011
Consultation on questions with Senior Management Team (SMT)	December 2011
Consultation meetings held with key activist groups – including individual activists and networks – on key questions as part of regular meetings where possible	End November 2011
Consultation with International Secretariat Activism Team, and other sections as appropriate – including the Impact of Activism project team	End October 2011
Further advice from external advisors	End December 2011
Consultation within International Secretariat Activism Team on collated responses	January 2012
Draft of strategy written	Mid-February 2012
Consultation on draft with key activist groups	End March 2012
Final checking with key groups as appropriate	End April 2012
Final draft of strategy written	End May 2012
Management Group, SMT and Board Approval	End June 2012

Difficulties

- There were numerous difficulties in gathering a wide range of views outside the traditional activist base and reaching out to the wider supporter base.
- There was a tension between managing activist expectations of what they think the organization is there to do and external trends and directions in activism (which were sometimes counter to the activist input).
- It was difficult to get senior investment in the strategy as it coincided with an overall organizational restructure.

AMNESTY SOUTH KOREA



Strategy created in: 2010
Time frame: Six years (2010-2015)
Contact person: Jungju Lee (activism@amnesty.or.kr)

The procedure

What	By when
Facing the problems/challenges in activism and growth Carrying out a situation analysis on activism Seeking ways to develop activism	2008
March: Initial discussions between Amnesty Korea, Amnesty Denmark and the International Mobilisation Programme (IMP) April: Initial planning and idea-sharing visit to South Korea by Amnesty Denmark and IMP, including Activism Strategy seminar and project design session April: Approval and finalisation of project design by Amnesty Korea AGM, Amnesty Denmark Board and IMP management, including securing of funding May: Three day Workshop (Activism Future Workshop) Participants: Staff, Board, Core members (Group leaders etc) Learning Amnesty Denmark's activism and successes from other Sections Identifying activism definition and defining activism vision and mission Reaching a general consensus on the concept of Activism Strategy Planning next steps June to August: Evaluation and planning next steps Collecting further suggestions on workshop results Circulating consensus of the workshop Evaluation (workshop)/circulating the report	2009 Activism Capacity Building Project (A Partnership between Amnesty Denmark and Amnesty Korea supported by the International Mobilisation Programme from the International Secretariat)
The process was put on hold from September 2009 until March 2010 because of other priorities.	
March to April Reviewing the Activism Capacity Building Project in 2009 Undertaking situation and stakeholders analysis SWOT & PEST (to identify/analysis internal/external environment) Drawing up an outline of the Activism Strategy agreeing on the vision Drawing up timeline for planning phase Consulting by Amnesty Denmark and IMP Discussions with stakeholders on activism during the AGM (membership, local groups and individual activists) May to August First draft of Activism Strategy developed July: Consultation meeting was held in Amnesty Denmark office. September: One day Workshop Participants: Staff and Board (some of board members) Finalizing strategic aims to identify connection between ISP/OP and Activism Strategy Finalizing possible activities within ISP period (2010-2015) Mobile Action (closely working with Fundraising) Activism Package (closely working with Campaigns) October: Finalizing the Activism Strategy Second draft of Activism Strategy developed Consulting by Amnesty Denmark, IMP and Board Finalizing the Activism Strategy Explore funding opportunities (IMT – Mobile Action) November: Activism Strategy was approved by Board	2010 Activism Strategy developed in November (Fundraising Strategy aligned with "Growth Strategy" developed at the same time) Erik Sørensen, Head of Activism, Amnesty Denmark was mentoring Amnesty Korea during the whole process of developing an Activism Strategy

What	By when
Circulating Activism Strategy to members Planning pilot project (Mobile Action and Activism Package) Implementing pilot project (Mobile Action and Activism Package) Evaluation each year End the pilot period in 2013 Planning next steps	2011-2013 Implementation and monitoring phase
Integrating activism into campaigns Mobile Action integrated into Urgent Action and Individuals at Risk work Activism Package integrated into Global Campaigns Sharing Activism Results and Figures (2011-2013) by July 2014 Internal/external evaluation of activism (2011-2013) by the end of 2014 Developing new Activism Strategy aligned with new Strategic Goals (ISP) and adopting Impact Assessment toolkit for the new Activism Strategy in 2015 (Seeking partnership with Activism Unit/Global Group on Activism to move forward)	2014-2015 (To-do list)

Difficulties

Being on the same page was difficult: It is important that the relevant staff, managers/director and the Board know the project well (aims, objectives, procedure etc). It took too much time to enable them to understand what activism means and what we want to achieve through developing an Activism Strategy. Everyone has different perspectives and ideas so it was hard to reach consensus on the direction of activism. Board members are especially important stakeholders because they are the decision makers. We need to make sure that everyone is on the same page so that we are able to move forward. It's important to involve relevant staff and the Board into the each procedure.

Ensuring involvement of members in the process of developing the strategy was difficult: There was no communication plan for the strategy. We were not able to consult members; we didn't do an online survey or focus group interviews. Rather, we focused on consulting and persuading board members. Amnesty Korea has a small number of groups and network so it was hard to collect the opinion from the members.

Figuring out what kind of activism would be suitable for Amnesty Korea was difficult: Learning from other Sections' successful activism is important but it needs to be transformed to suit our society because every context is different. But, we didn't fully consider the implications and risks of the pilot project of developing an Activism Strategy.

Lack of funds, human resources, time, technical system and back-up

Time frame: Amnesty Korea's Activism Strategy is for six years (2010-2015). However, this is too long. It needs to be updated with regard to our operational plans. Two years might be more appropriate.

Monitoring and evaluation plans needed: Monitoring and evaluation plans are not included in the Activism Strategy. Monitoring and evaluation are crucial to see whether the strategy is progressing on track and is making impact. They should be in the strategy.

AMNESTY FRANCE



Strategy created in: 2012

Time frame: Two years

Contact person: Valentine Sébile (vsebile@amnesty.fr)

The procedure

The work was divided in three phases.

October 2012: Terms of Reference and group setting.

Six participants: five volunteers (activists with different backgrounds) and one staff member (V. Sébile, activism development coordinator who coordinated the project).

1st phase: the diagnosis

October 2012-January 2013: Context analysis

Internal: Analysis of the evolution of activism in Amnesty France (interviews, documents, etc), identification of strengths and challenges.

External: Sociological studies to determine the evolution of engagement in French society, meetings and phone calls with ten NGOs (international and national), contact with other Sections regarding their activism strategies. This work led to a first document on the diagnosis.

January-February 2013: This document was presented to the Board, to the regional representatives and to the national office staff (especially the senior directors team). Communication with activists and local groups through our newsletters.

In parallel to this process and from **March to May 2012**, our national magazine La Chronique (sent to our 15,000 members) published articles on the evolution of engagement.

2nd phase: the strategic recommendations

April-December 2013: This phase dealt with the identification of issues and objectives (problem tree, solution tree, identification of the vision, stakeholder analysis, etc).

We identified the vision and five goals we intend to reach by 2022. This work led to a second document with recommendations.

January-April 2014: This document is being presented to the Board and the senior directors team for approval. A consultation is currently being carried out with regional representatives (a questionnaire through Survey Monkey and a discussion in April). Final approval by the Board based on the consultation.

June 2014: World café during our AGM (500 participants) to work on the goals.

3rd phase: the operational recommendations

June 2014-December 2014: Work with the national office staff and the activists to determine the actions and activities to set up.

December 2014: Presentation for approval of the operational recommendations (Board and senior directors team). Our national magazine La Chronique will dedicate its edition in December to activism and engagement.

Difficulties

It's too early to identify the difficulties. We will be able to do so towards December 2014.

APPENDIX 3

AMNESTY SWEDEN'S LEADERSHIP PROGRAMME

Some fundamentals

- Activism exists in a social context.
- Most of our members could be more active than they are today. They don't necessarily lack skills, time or commitment, but they often lack a social platform that allows them to use all of their potential.
- By conscious leadership, influential members can hugely increase other members' potential to be active.

The idea

- Short term:
To provide active members with leadership training.
- Long term:
To increase local activism through active and conscious leadership.

The model we encourage our members to use is:

- To actively look for people who are currently not very active but have potential
- To actively create and preserve relationships
- To aim initiatives at other members, give feed-back and show confidence
- To turn people and activities into long-term functions and structures

The participants

25 active Amnesty members with the potential to develop further – preferably members with some form of coordinating or leading role.

The programme

All participants gather in weekend training sessions four times a year. They also participate at the Annual General Meeting as part of the programme. The issues we're raising during the training are, among others:

- Fundamentals about why people join and stay involved with local activism
- Leadership in volunteer organizations
- How to set goals involving others
- The importance of aimed initiatives and feed-back
- How to build and develop organization
- Group dynamics
- How to deal with criticism and conflict

In the beginning of the programme all participants create personal strategies, stating what goals they intend to achieve, how they intend to go about it and who they intend to cooperate with. They all get feed-back on their strategies from the facilitators. They also discuss their strategies, successes and failures in smaller groups with other participants throughout the program, in order to learn from each other.

Between each weekend session, they get small tasks to do, like analysing a meeting or reading some literature on leadership.

Resources/organization

Two staff working about 10% as organizers/facilitators. Budget for participants' travel, food, accomodation and a few guest speakers. Information and documentation is handled through a Facebook group.

What sort of leadership do we want?

Overall, the view on leadership that the programme encourages is a decentralised one, with many small-scale leaders each creating pieces of organization and long-term structures. We believe this is a realistic way of looking at leadership in a volunteer organization, where social relations are so fundamental in order to get members to be involved, active and responsible. It's important that the organization adjusts to this view on leadership, and a key issue to long-term success for a programme like this is to get the Board and the office management included in the overall ideas.

For more information you may contact Amnesty Sweden's Activism Coordinator:

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APPENDIX 4

AMNESTY UK CONSULTATION GUIDE FOR FACILITATORS

Background

The role of ordinary people either acting alone or in groups to stand up against human rights abuses and promote human rights concepts is central to Amnesty International. By the spring of 2011, we will have developed Amnesty UK's Strategy for Activism 2011-2016 which will set the direction of this work with clear, measurable goals, and identify key strands of work to achieve these goals. Between September 2010 and December 2010, we are consulting different key groups to help inform this strategy.

It is our intention that this strategy will define activism for the whole of Amnesty UK, and that the strategy will be owned and valued across the organization. The development of the strategy is being led by the Heads of the Activism and Education and Student Teams with support and insight from their team members. The steering group is made up of these team managers along with a representative from the Active Members Sub Committee of the Board, and two representatives from the marketing department.

Notes for facilitators

We would like each group to answer all the key questions. You may want to use the Additional questions to be used at your discretion as prompts if the points aren't covered in the feedback on the key questions depending on the group that you're consulting. Some of these will require prior knowledge. You'll need to spend more time on some sections than others depending on the group, their interests and experience. You may want to split the group to allow different people to focus on different questions. We have included a suggested session outline for you to use or adapt.

1. Defining activism and activists in the new strategy

Activism is a term that has different interpretations, and how we choose to define it is key for this strategic period.

Key questions

- What do you understand by the word activism?
- Who is an activist at Amnesty UK? For example, are people who take action online and/or financial supporters activists? Do you consider yourself to be an activist?

Additional questions to use at your discretion

- Is it helpful to understand activists in levels of commitment (Level 1, 2, 3 etc)?
- How are individual activists different to our other activists? Are they often the same people?

- How do we find out who the individual activists are?

2. The role of activists

Being clear about how Amnesty UK views its activists in terms of the role they play in our work will enable us to set a clear direction in the strategy.

Key questions

- What should the role of activists be in helping Amnesty UK to achieve our goals in: human rights change, fundraising, awareness raising and human rights education?
- Please consider how far you think activists currently fulfil this potential.

Additional questions to use at your discretion

Should we define the role/s of an individual activist? Do you think our current activists can play a greater role in attracting new people? If yes, please give some examples. What do we need to do to support the above? Are there any circumstances in which activists/activism could have a negative impact on any of Amnesty UK's work/goals? Should activists be involved at the planning stage of campaigns, fundraising, awareness raising and education initiatives? If so, how?

3. Developing and supporting activists to ensure they have maximum impact

Teams across the organization have roles that support activists in different ways – and in particular, the Activism Team and Education and Student Team have this function. We want to make sure that we have the right systems and ways of working in place to enable activists to be properly supported to achieve the goals we agree during this period.

Key questions

- What should our balance of effort be between investing our energies in servicing the most committed activists or trying to attract new people?
- What is the best way to increase the number of people taking action for human rights and improve the effectiveness of the action they take?
- How should we ensure we maximise the potential of those who are active for Amnesty when they are young – at school, college and university – once they leave?

Additional questions to use at your discretion

- Should individual activists have access to the same materials as our groups, for example, youth group mailings, country specific mailings?

- Should we be encouraging individual activists to:
 - Join our existing structures?
 - Join new structures/networks that we establish (please specify which)

Or to join together independently of our structures?

Should we have one activism approach or differentiated approaches for differing groups? For example, should we be asking all our activists (different types of groups, individual activists) to take part in the same actions/campaigns at the same time?

4. Activism structures

Over the years, different structures have been developed to support activists, and enable representation of different groups of activists. Some examples are: the Regional Representatives comprised of representatives from different regions for local groups; the Student Action Network Committee comprised of students elected at the student conference, for students; Youth Advisory Group, for youth groups; and Country Coordinators. We want to ensure that we have the right structure in place.

Key questions

- If we were starting Amnesty International UK from scratch today, what framework would we put in place to best support our activists?
- What are the advantages and disadvantages of our current structures?
- Are there any groups of people or areas of activity that are not currently supported by our structures?
- How can we support these people and/or activities?

Additional questions to use at your discretion

- Do our current governance structures create enough opportunity for activist participation?
- What is the purpose of our networks? For example, the children's human rights network?
- Should we revive professional networks? For example, the Health Professionals network.
- Do we rely too heavily on volunteers to support our structures?
- Are our current structures the most effective way of using our resources?
- How can we support all members across all structures?

5. Measuring impact

Understanding how the work that we do as activists has an impact is important for lots of reasons.

Key questions

- What are the challenges of measuring impact of activism?
- How should we measure the impact of different types of activism?

6. The role of digital technology in activism

Over the last ten years, digital technology has transformed the way we think about communicating with people, and organizing. This presents us with many opportunities – as well as some challenges going forward.

Key questions

- What are the key opportunities and challenges of using digital technology to enhance our impact through activism in the future?
- What is the balance of effort that Amnesty UK should be putting into supporting existing off-line activists online, and developing new opportunities for those whose activism is primarily online?
- How important is it to connect online and offline activity?

Additional questions to use at your discretion

- What are the capabilities/limitations of our digital platforms at the moment?
- What role could digital technology play in supporting:
 - Effective action
 - Fundraising
 - Awareness raising and education
 - Peer-to-peer communication and support
 - Monitoring and evaluation

7. Supporting activism in the international movement

Amnesty International is a global movement and we will be working more closely together as “One Amnesty” in the future. In addition, we will be working to grow an Amnesty presence in the global south and east, as well as working with human rights activists in other organizations. As the second largest section in the world, it is clear that we have a role to play both in providing funds and expertise to the international movement.

Key questions (These questions refer to activists within Amnesty and activists from other organizations who share similar objectives for human rights change.)

- What role should Amnesty UK play in improving the effectiveness of Amnesty as a global movement?
- What role should the International Secretariat play?
- What are the opportunities and challenges of working in partnership with other NGOs, particularly in the “global south”?

Additional questions to use at your discretion

- How is activism defined in the global movement?
- Do we have clear enough campaigning goals, movement-wide?
- How should we work with the International Secretariat to clarify the role of activists in achieving movement wide campaign goals?

Other key points

Please note any other key points that you think may help to develop the Activism Strategy.

APPENDIX 5

SUGGESTED WORKSHOP OUTLINE

(AMNESTY UK)

Who are the activists – 15 minutes

Working in groups of three or four with a large piece of flip chart paper. Draw a picture of an activist, or a group of activists. Your picture should indicate what activities your activist(s) take part in and what overall you think they would like to achieve. Stick pictures up around the room and ask people to look at them. Draw out the commonalities and differences – discuss and draw out the key questions and as many of the additional questions from section 1 of the consultation.

Breaking into groups – Five minutes

Write the following headings on blank pieces of flip chart paper, and stick up around the room (four pages relate to session 1, and three to session 2):

Session 1

- Defining Activists and Activism at Amnesty UK
- The role of activists in Amnesty UK
- Developing and supporting Activists to ensure they have maximum impact
- Activism Structures

Session 2

- Measuring Impact
- The Role of Digital Technology in Activism
- Supporting Activism in the International Movement

Ask participants to put their name on two of the flip chart papers (one for session 1 and one for session 2) depending on which areas they would like to focus on. Reassure them that they will be able to contribute to other areas as well in the discussion. Try to get a roughly equal number and a good mix of people in each group.

Session 1

- Group work on questions 1, 2, 3 and 4 in the consultation guide – 30 minutes
- Using the flip chart, groups (as selected from the last exercise) discuss the key questions from the consultation guide. Give each group the relevant questions to focus on. For question 1, just ask the group to build on the pictures which were drawn in the first session to have a go at writing a definition of activism and activists.

Feedback and discussion – 30 minutes

Each group feeds back their thoughts and others from other groups feed in their ideas. Use the additional questions to draw out further issues which do not come up.

Session 2

Group work on questions 5, 6, 7 – 30 minutes
Using the flip chart, groups (as selected from the last exercise) discuss the key questions from the consultation guide. Give each group the relevant questions to focus on.

Feedback and discussion – 30 minutes

Each group feeds back their thoughts and others from other groups feed in their ideas. Use the additional questions to draw out further issues which do not come up.

Wrap up – 10 minutes

Ask for any further points anyone wishes to make to contribute to the strategy.

APPENDIX 6

AMNESTY NETHERLANDS: VISION IN RELATION TO WHERE THEY ARE NOW

Vision

Based on our research and consultations, we have developed a vision that we have summarised as “Organizational freedom, substantive guidance”. We advocate an approach that entails less detailed guidance from Amnesty Netherlands on forms of activism, offering instead a clear, substantive framework within which people can use their own commitment and creativity to shape activities. We will continue to give these activities substantive and organizational support, while limiting the types of action that we support and guide.

These are our principles:

ACTIVISM = IMPACT & ACCOUNTABILITY

Our activism is a means to improve human rights situations. Indirectly: activism promotes human rights awareness in Dutch society. Undertaking activities to achieve impact always has primacy. Amnesty Netherlands’ activism is transparent. Our results must be presented clearly.

ACTIVISM = AWARENESS

Widespread public awareness activities and visibility are the cornerstones of human rights awareness.

ACTIVISM = APPEALING

We encourage people to take action when human rights are violated. We clarify the problem in such a way that it appeals to people’s conscience and heart. We offer prospects for action.

ACTIVISM = INNOVATION

We send information (description of the goals of the activity/ content and some catchy formats for inspiration) to anyone who wants to get involved, regardless of whether someone is a member, wants to work structurally or incidentally, online or offline. We give people the freedom to decide for themselves how they want to take action. This leaves more room for creativity and innovation. We accept that the reduction in control and oversight partly diminishes our supervisory and guiding role.

ACTIVISM = RETENTION AND GROWTH

We can strengthen our relationship with existing supporters and establish relationships with new people by highlighting what we do and achieve.

Strategy

Content and priorities

The topics and themes we currently work on are determined by the International Secretariat and Amnesty Netherlands. The International Strategic Plan identifies four focus areas; our own strategic policy, Agenda ‘10-’16, specifies the themes which take priority within these four areas. Amnesty Netherlands uses this mechanism to determine its priority countries every two years. Effectively enforcing these policy choices will involve stricter guidance. In its external communication Amnesty Netherlands will focus on attractively presenting the substantive possibilities of policy choices, as opposed to focussing on the impossibilities. Activities beyond Amnesty Netherlands’ substantive choices will not be facilitated or supported.

Theory of change, goals and means

Impact-oriented work is a key objective in Amnesty Netherlands’ annual plan: what we do must have a demonstrable effect. It is important to regularly consider which forms of activism are effective in a particular situation. This needs to take place earlier in the planning process. Where possible we will consult other stakeholders. Activism should always be part of a broader strategy. Goals should be realistic and monitoring and evaluation should be a matter-of-course in all of our work.

Accountability

Both the interviews and the trend analysis reveal the importance of illustrating the outcome of a particular action and sharing this with the people who took part in it. For this reason we will communicate the results of a specific action, campaign or other project better, and especially in a more structured fashion. Whilst an action or project is still going we will report not only successes but also on ongoing research or on areas where results have yet to be achieved.

Form

Ways of taking action

At present there are 17 different ways in which people can give their time to Amnesty Netherlands. The range is quite confusing, lacks coordination and is not always in line with supporters’ preferences. Moreover the current approach requires a high degree of support. We will limit the types of activism that we support, basing the choice on the expected impact and result (in target countries or in the Netherlands) and considering the necessary manpower and financial resources. This will be elaborated in the implementation phase, for example in the form of an “activism guide”. The expected or intended effectiveness of a given type of action should always be of prime importance.

More organizational freedom for activists

At the moment Amnesty Netherlands determines the content of actions and also how activists can take part. We engage different groups of supporters separately, not only in terms of content but also in terms of support and practical issues. We have little insight into what really happens at the local level.

Amnesty Netherlands will offer activists more space for their own creativity (whilst providing several catchy formats for inspiration). We have consciously decided not to accompany this with more substantive freedom for activists; we do not want them to determine the topics and the objectives, unlike certain other organizations. This would be incompatible with the substantive reliability and quality of Amnesty's work. It goes without saying that increased freedom involves an element of risk, which implies that we will have to be extra vigilant in ensuring the quality of activities. There are also consequences for the way in which we organize activist support, with more focus on content and less on structure.

Innovation

At present Amnesty Netherlands still addresses activism mostly in terms of the existing structures, which leaves little room for innovation by the activists themselves. The trend analysis indicates that there is demand for more freedom. People prefer to determine for themselves how they participate. Amnesty Netherlands welcomes everyone who wants to get involved, whether they are a member or not, whether they volunteer structurally or incidentally, work online or offline, in groups or on an individual basis. We will offer the appropriate support (see above). There should also be more space for innovation at the Secretariat itself, giving staff the opportunity to come up with ideas and where possible to execute them.

Networks

Amnesty Netherlands is primarily a vertical organization. However, as mentioned, volunteers increasingly tend to opt for temporary, thematic and virtual engagement. This preference is especially pronounced in younger target groups, who grew up with the internet. An "innovation lab" will serve as a new breeding ground for ideas. One of the results is that we can exploit the "Ganz organizing model" to involve people using their personal networks. We will pay much attention during the implementation process to how we can maintain loyalty and commitment in such open networks.

Social media

Our approach to social media is rather vertical at the moment; it is treated as one of the many types of action and communication that can be used under Amnesty Netherlands' supervision. However in the domain of social media no organization has an information monopoly. Control is very

limited. Amnesty Netherlands can greatly benefit from these media, especially in its efforts to attract younger target groups. They should therefore be part of the "activism guide", with a substantive framework and a limited number of accessible formats.

Awareness

Human rights education for young people and students is one of Amnesty Netherlands' priorities. Amnesty Netherlands also works on raising awareness amongst adults. Our aim is to establish a basis for more widely shared knowledge of human rights in Dutch society. We want to ensure that people know what human rights are, impress the importance of human rights upon them and convince them that they should want to defend them. Human rights education should have a place in the activism guide. Public awareness activities and human rights education aimed at adults also deserve continued attention.

Internal organization

Deployment of manpower and resources, approaching supporters

Amnesty Netherlands divides supporters into segments (Amnesty groups and several types of individual activists). The internal structure has been designed to oversee and support these segments. The result is that organizational aspects sometimes appear to be more important than effectiveness. Instruments like the "activism guide" are intended to restore the primacy of effectiveness. The way the organization supports activism will be adjusted accordingly. Amnesty's presence at a local level will remain very important, but it will assume a more hybrid form (a combination of different types of work: structural, project-based, ad hoc, group, individual, and work based on personal networks). This will be further elaborated in the implementation process. We will develop a limited number of action sets and formats for a small number of annual campaigns, for the benefit of everyone who wants to get involved.

Quality and Risk Management

As has been mentioned, we will offer activists a substantive framework and appealing formats to inspire them, as well as more freedom to shape their activism in a way that suits their involvement and creativity. The substantive framework will be well monitored. We also strive to improve our planning, quality control and evaluation of the activities that we undertake as an organization.

CONTACT

If you have any questions about this toolkit or about developing an Activism Strategy, don't hesitate to contact the Global Group on Activism or the Activism & Youth Unit at the International Secretariat.

Please send any queries you may have to Global.Group.Activism@amnesty.org or AYU@amnesty.org

The Global Group on Activism consists of activism staff members from Sections/Structures around the world and two members from the Activism and Youth Unit at the International Secretariat.

First published in 2014 by
Amnesty International Ltd
Peter Benenson House
1 Easton Street
London WC1X 0DW
United Kingdom

© Amnesty International 2014

Index: ACT 10/004/2014
Original language: English
Printed by Amnesty International,
International Secretariat, United Kingdom

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Cover photo: Thousands of people rally in cities across the world to demand respect for human rights in the Middle East and North Africa as part of a global day of action organized by Amnesty International, UK, February 2011.
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Image right: Amnesty Nepal mark World Day Against the Death Penalty, Kathmandu, October 2012.

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NATIONAL ACTIVISM STRATEGY

TOOLKIT APPENDICES

How to develop an activism strategy for your section

Amnesty International is a movement of ordinary people standing up for human rights. Without a broad base of individual, group and mass activism Amnesty loses its unique identity among human rights organizations.

In a changing campaigning environment we need to ensure that our activism meets contemporary human rights challenges, is attractive, rewarding and motivating for activists, and is deployed strategically.

An Activism Strategy is a road map for building activism at a national level and having one ensures our activism is effective and contributes to human rights change.

This toolkit provides step by step guidance for the development of national activism strategies by Sections, Structures and national offices. It draws from the experiences of Sections and Structures who have developed activism strategies. The toolkit helps you think through the key questions in strengthening your activism and increasing its impact. It will help Sections review their existing Activism Strategy, and provides a structure for those who are yet to start. It is designed to help funnel your thinking from the external environment and the issues you want to deal with, through your internal capacity and resources, to a place where you can review opportunities and capacity, and make decisions on priorities.

These Appendices accompany the *National Activism Strategy Toolkit: How to develop an Activism Strategy for your Section* (Index: ACT 10/003/2014).

December 2014
Index: ACT 10/004/2014

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