



## INTERNATIONAL SECRETARIAT MANAGEMENT RESPONSE TO THE REVIEW OF THE STOP VIOLENCE AGAINST WOMEN CAMPAIGN

### 1. INTRODUCTION

Amnesty International has been striving to increase the quality of monitoring, evaluation and learning to inform our decision-making, strategy development, planning, and accountability. In this context, Amnesty International commissioned a comprehensive, evidence-based, independent assessment of its Stop Violence against Women (SVAW) campaign.

The Stop Violence against Women campaign was Amnesty International's first long-term global thematic campaign. It lasted six years (from 2004 to 2010), was ambitious in its scope, and required shifts in Amnesty International's ways of working. The primary aim of the external review of the campaign was to identify key areas of learning and recommendations that can be used to strengthen our future work.

Two independent consultants were commissioned to carry out this review, and to provide Amnesty International with an objective and honest assessment of the campaign. The consultants were: Tina Wallace and Helen Baños Smith. The evaluation aimed to look for indications of Amnesty International's contribution to changes in the external world, assess how the organization worked in partnership with women's movements and networks, and to identify successes and areas for improvement at the operational level of the campaign. Because of the scale of the campaign, and the huge range of actions carried out by Amnesty International around the world over six years, a case study approach was agreed. Case studies were carried out in the UK, Kenya, Uganda and Venezuela. The consultants sought feedback from Amnesty International sections and structures across the world through a general survey. This was combined with feedback from staff and partners, as well as reference to earlier evaluations of the campaign.

We were fortunate to find an evaluation team capable of meeting such a broad terms of reference and we welcome their rigorous approach and the impressive scale of the data gathering. Whilst we are confident in the robust analysis of the available data, we should also caution that the scope of information collected does not cover all the work and action conducted by all AI entities (sections, structures, groups) and its partners. The narrow country coverage of the study, and the limited range of case studies reviewed, and the fact that the consultants faced challenges in data collection due to the lack of systematically stored monitoring and evaluation data to draw on should be taken into consideration when reading the review findings and recommendations.

The final output from the review was initially a full report covering 261 pages. We felt that this report whilst very detailed and informative was far too unwieldy to be easily digested for someone who has not been directly and regularly involved in the campaign. A request was made to the review consultants for the production of a shorter more concise summary report; a shorter 15 page synthesis report was subsequently produced. This formal management response addresses the findings and recommendations found in both reports – as it should be noted that the some recommendations found in the synthesis report were different and more numerous compared to those presented in the full report.

In general, the recommendations and proposals in the evaluation report are considered by Amnesty International to be relevant, practical and realistic, and will be (and have been) useful in our development of the future campaigning, and broader activities.

### 2. PROCESS OF FORMULATING THE MANAGEMENT RESPONSE

Amnesty International is committed to learning from the review. The International Executive Committee (elected by the International Council to provide leadership and stewardship for the whole of Amnesty International worldwide) considered the SVAW review at their May 2010 meeting. The IEC welcomed the review and stressed how important it is for the movement to learn from the findings and recommendations.

Amnesty International is committed to listen to the views of managers, staff, supporters and partners, and – just as we should celebrate successes – are prepared to assess where things have not worked well or worked less well and to ensure improvements for the future. A learning and dissemination strategy was developed and implemented to carefully consider the recommendations and findings in the report. The evaluation report has been widely circulated within the Amnesty International movement and been published on the Amnesty International Website for public access.

A process of gathering feedback and generating discussion from AI staff and managers on the findings and recommendations was also undertaken. This has helped to ensure that we build relevant lessons into our ways of working. The campaign partners and all those interviewed during the evaluation have been notified of the outcome of the evaluation and encouraged to provide feedback to Amnesty International.

In developing this management response key stakeholders groups were engaged in the process and a series of five specific participatory workshops were facilitated, providing a space to:

- Learn about the process, methodology and findings;
- Discuss the findings, reflect and react to them;
- Look forward in terms of what needs to happen to improve areas of concern and build on areas of success.

Specific suggestions were made in those workshops, many of which have been incorporated. Some such suggestions have not been captured directly in this response, as those will be addressed in a process when some of the strategic responses are unfolded for operationalisation.

Members of the Senior Leadership Team, the interim Global Management Team and members of the IEC had an opportunity to comment on the management response prior to its finalisation.

### 3. RESPONSE TO THE FINDINGS

The SVAW review showcases some of the successes and achievements of the campaign. The review's findings are a mixture of what worked well and what did not, as is to be expected in a review of a major, complex and global campaign that spanned six years and involved a huge range of actions taking place in different cultural contexts.

We concur with the findings of the review:

- Amnesty International's partnership work was a major element of the campaign, and the review points out that many interviewees said the best thing about the campaign was our sustained engagement with women's organizations. Yet it also notes that as partnering was new for many of those involved, there were inevitably lessons to be learnt from both sides of partnership.
- The achievements of the SVAW campaign are significant. The work of the SVAW campaign did lead and contribute to changes in attitudes awareness, policy and law in many countries. The extent of changes and the external impact of AI's work globally were hard to assess, due to limitations in monitoring and evaluation. Due to the global size and scale of the campaign involving not only AI members but other activists and partner organisations, it was challenging to fully know what had been done where and by whom, and what changed and to get a comprehensive picture of AI's influence.
- The review found a range of examples of adoption of laws and policies to protect women from violence and defend their rights.
- The review found examples of changes beneficial to women survivors of violence.
- At some times and in some places AI's good access to media, their authority and weight did reinforce the importance of SVAW as a human rights issue. AI raised the profile of VAW in several countries, in policy forums and enabled other organisations working on these issues - who are often not heard - to speak out and amplified the concerns being raised by women's and local human rights activists.

- Lobbying work in several countries and strong membership engagement increased awareness. Section and structure questionnaires indicated that public awareness and public seeing AI as an actor on VAW was the most common achievement as seen by sections themselves, followed by influencing government policy.
- AI built the credibility of being a VAW actor. For example, AI Sweden has become a relevant actor/agent in the Swedish context, working now with a range of partners and activist organisations. They are often invited to speak and participate in a wide range of VAW forums
- Several sections and structures reported a rise in active membership, in Latin America as well as within countries of the global north. Sections saw VAW as a key issue, highly motivating and relevant, and want to continue working on it building on existing momentum. The SVAW campaign generated a great deal of activity; many members in the global north found this an important issue and several Sections said SVAW was popular with their members, after some initial resistance was overcome.

## 4. RESPONSE TO THE RECOMMENDATIONS

In their report, the consultants highlight a number of key lessons learned and provide recommendations for improving our delivery of global campaigns as well as the way we assess our impact. The consultants' recommendations centre on the key issues of:

- Strategy
- Gender mainstreaming
- Campaigning methods
- WOOC work
- The Global South
- Partnership
- Communications within AI
- Internal challenges: Membership
- Monitoring and Evaluation

The recommendations are wide ranging and encompass change that can be made in the short term through to wide ranging structural changes that require long term planning and implementation. Amnesty International recognises that embedding lessons learnt and improving future actions would however entail a deeper process of changing systems, procedures, and behaviour within the organization.

Amnesty International can report that it has reviewed its structures of work in recent years and is currently engaged in a subsequent change process. This means that many of these evaluations and reviews were and have been taking place concurrently to the SVAW review. In 2008 a wide ranging review of Amnesty International's operations was undertaken by Accenture's Development Partnership, a UK-based consulting firm. This review was a six-month movement-wide initiative to deliver concrete recommendations about organizing AI to ensure it will deliver the challenges to be set by the next Integrated Strategic Plan (ISP). It was an opportunity to determine in practical terms how the movement can better align its operating processes, systems and methods to its global priorities. A global planning project was subsequently launched to ensure implementation of the key learning and recommendations of the review.

Some of the recommendations highlighted in the SVAW review are therefore already underway and being addressed via the global planning project. More recently the appointment of a new Secretary General and a Head of Organisational Development has added momentum to the process of change. A Review of Reviews initiated to ensure that we learn from all the recent evaluations conducted and build a concrete informed action plan is a further positive initiative to report.

The table below captures the main recommendations presented in the full review and synthesis report and presents Amnesty International's response and accompanying action plan.

**TABLE 1: RESPONSE TO RECOMMENDATIONS**

KEY RECOMMENDATIONS	MANAGEMENT RESPONSE	ACTION ALREADY UNDERWAY AND FOLLOW UP ACTION REQUIRED	OWNER
<b>WOMEN'S RIGHTS</b>			
<p>1. A clear plan for ensuring Amnesty International takes women's rights seriously is needed urgently. The plan should include clarity on who is responsible for taking this work forward, clarity on resources and budget available, clarity on what authority this staff/these staff have (particularly over other's time), and a clear timeframe. The plan needs to be properly monitored and transparent accountability mechanisms – including what each person is accountable for, who they are accountable to and how they will be held to account for delivering on their part of the plan – needs to be put in place.</p> <p>2. The plan should aim to ensure that working for gender equality and women's rights is built into the work of Amnesty International through training for staff in these issues, ensuring they are central to every piece of research and campaigning, providing proper incentives to encourage staff to take gender issues and women's rights seriously, and establishing clear lines of accountability for taking a gendered approach to all work.</p>	<p><b>Agree (1 &amp; 2)</b> We recognise and are working to ensure that we bring a gender analysis to our research and campaigning. This analysis will inform how we “gender” our work across the movement. Additionally, we will design a program of work on gender that will allow AI to lead on challenging issues.</p>	<p>AI has made Gender a global cross-cutting priority for 2010-2016 with an aim to integrate gender in its work.</p> <p>We are ensuring that all global campaign strategies are informed by gender analysis so that the campaigns also address gender issues. Respective campaign managers have been made responsible to ensure this with senior staff oversight.</p> <p>The Gender Unit in the IS is being expanded to a Gender, Sexuality and Identity (GSI) Program which will play the role of providing expert advice to all research and campaign teams The staff will also design their own area of research and policy development agenda in order to promote gender equality.</p> <p>The Research Support Unit (RSU) will continue to ensure that training on gender is provided for AI researchers.</p> <p>We are integrating gender in our capacity building projects for campaigners, including by reviewing the curriculum of the Strategic Campaigning Training.</p> <p>Building on the experiences and successes of the former SVAW Network, new international Women's Human Rights Network has been created and is being strengthened.</p>	<p>SG and S/s</p> <p>SLT and global campaign teams</p> <p>GSI Unit</p> <p>RSU and GSI Unit</p> <p>Campaigns Program and Learning &amp; Impact Unit (LIU)</p> <p>GSI Unit</p> <p>International</p>

		<p>A Gender and Diversity Taskforce of the International Executive Committee has been working to produce a second edition of the Gender Action Plan that focuses on barriers to implementation as well as a road map to diversity for the AI Movement.</p> <p>AI will need to avoid raising expectations of women's rights movement that AI will be able to cover all issues of women's rights. AI should internally communicate about how it plans to progressively integrate gender into its work so that gender occupies the space it deserves. AI should clearly and regularly communicate in the movement that addressing gender is a responsibility for all staff and board and not just the GSI Unit and women's rights specialists</p> <p>Key Performance Indicators are being developed for the movement reporting purpose which includes indicators on gender work.</p> <p>A process for strategic priority setting needs to take place to ensure that we can identify those projects/theme where gender integration is a top priority.</p>	<p>Executive Committee</p> <p>IS and S/S Managers</p> <p>Global Planning Project</p> <p>GSI Unit and IS managers</p>
<b>STRATEGY FOR GLOBAL CAMPAIGNS</b>			
<b>KEY RECOMMENDATIONS</b>	<b>MANAGEMENT RESPONSE</b>	<b>ACTION ALREADY UNDERWAY AND FOLLOW UP ACTION REQUIRED</b>	<b>OWNER</b>

<p>3. Strategies need to be developed and agreed in advance of campaigns starting; they need to have a clear and realistic focus; the conceptual thinking needs to be translated into aims that can be achieved in the time frame available; and a clear exit strategy needs to be included.</p> <p>4. The strategy has to be clear and focused so that staff can understand it. Staff across the movement should have a chance to discuss the strategy before it is finalized so that they can own it and understand how to implement it. Aims and objectives should not change over time.</p> <p>5. Clear implementation plans/guidance are needed so staff at the IS know what they are aiming to do, how, why and who they need to work with. They need to understand their own role and how and when they need to work with others. This plan/guidance also needs to be understood by S/s so they understand what can be expected from the IS and what is expected from them.</p>	<p><b>Agree (3)</b> however we believe that these recommendations are also symptomatic of a wider problem of a lack of systematic project management methodologies. (3)</p> <p><b>Partially agree (4):</b> We need to be able to adjust our campaigns – especially those being run over a multi-year period.</p> <p><b>Agree (5):</b> It is critical that staff understand what needs to be delivered and their responsibility for delivery.</p>	<p>Learning and Impact Unit (LIU) has created a Change Theory Model which has been and are being used for new global campaign development. This document helps to have necessary clarities on having a change theory for campaign, clear objectives to make campaign focussed and proper monitoring framework. New global campaigns will develop exit strategies before they end (3 and 4)</p> <p>A guidance document will be produced which will explain about what a campaign strategy should look like. This document will be promoted in the IS and S/s (3 and 4)</p> <p>Currently campaign strategies are discussed among staff at the IS and space is provided for S/s to input before finalizing. Wider consultations have been done with IS staff and sections and structures in developing a new campaign (Security and Human Rights) and similar plans will be made for new campaign or area of work development (migrants right, Human Rights Defenders and Individuals at Risk. We will increasingly pursue a strategy of consulting the rights-holders for campaign development. (4)</p> <p>The global planning project (One Amnesty Global Planning) and the work of the Learning and Impact Unit at the IS has been training and supporting staff in project management tools and techniques. This will be continued (3 and 5)</p> <p>Increased cross team working will be promoted in the IS gradually developing systems and structures to support this.</p>	<p>LIU and global campaign teams</p> <p>Campaigns Program &amp; LIU</p> <p>Relevant campaign/work stream teams</p> <p>Global Planning Project and LIU</p> <p>SG and IS managers</p>
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6. In order to run a global campaign there has to be a system/structure within the IS to ensure that all the component parts – research, campaigning and policy – work jointly to a clear shared vision, plans and budgets; co-ordination and improved communication and dialogue across the S/s also has to be secured. Adapting the existing systems and structures for global campaigning is essential for Amnesty International to realize its aim of achieving global change.	Agree	A new Campaign Cluster has been created being led by a Senior Director. ESCR Team has been integrated to the Demand Dignity Team and a Campaign Programming function has been set to ensure collaborative planning and implementation among different IS teams and between IS teams and S/s. Tools are being created or updated to support collaborative planning and implementation like expansion of the Projects Database. Setting up a proper prioritization system for our human rights work is high on priority and global campaign prioritization system has been put in place alongside country prioritization system. The progress is closely being monitored to bring about necessary adaptations as needed. (6 and partly 7)	All IS Senior Directors and Managers
7. More joint planning is required; plans and budgets for global campaigns need to be made jointly across the key areas of research, policy and campaigns. Good co-ordination is required, within the IS, between the IS and S/s, and across the movement.	Agree	Global Priority Statement (GPS) has been created for OP1 and Flagship projects have been identified to ensure collaborative planning and implementation. International Campaign Coordinators Meeting will be held in 2011 (every two years). CC mail will continue to be used (7)	Global Planning Team and Campaigns Program
8. Plans need to be “owned” by those expected to implement them. Transparency about roles, responsibilities and how individuals and teams will be held to account are required to prevent “defensive” behaviour due to a lack of clarity.	Agree	<i>8 has partly been addressed by 4 above (the ownership mainly comes through participation).</i> Project management training will be provided to more campaigners and managers as relevant so that necessary clarity can be built on the delivery aspects. (8 & 9)	LIU
9. The work needs to be “doable”, realistic and manageable (to reduce the high staff turnover and motivate staff).	Agree	Managers in the IS and S/s need to be clear with their staff about a commitment to priorities and create a culture of delivery. Managers should ensure that regular bilat meetings are held between manager and staff about clarity about operationalisation of campaign strategies. CAD (performance appraisal) system has been	Managers in the IS and S/s

<p>10. A clear exit strategy is required well in advance of a campaign coming to a close. This should be based on Amnesty International having played its role, rather than on arbitrary timing or budget decisions. Exit strategies need to be discussed with partners to gain clarity on why, how and when partnerships will come to a close.</p>	<p><b>Agree</b></p>	<p>introduced in the IS and managers should ensure that it is effectively used so that staff workload becomes 'doable' (9)</p> <p>A new project on partnership has been started which will take stock of the partnership work in AI, document and disseminate 'best practices' and also create a simple guidance tool on partnership engagements and exit (10).</p> <p>A 'due diligence' framework is being developed to improve on 'working with others.' (10)</p> <p><i>(exit strategy has already been addressed above, as no 3 recommendation also talks about exit strategy)</i></p>	<p>Campaigns Program</p> <p>Campaigns Program and RSU</p>
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MONITORING AND LEARNING			
KEY RECOMMENDATIONS	MANAGEMENT RESPONSE	ACTION ALREADY UNDERWAY AND FOLLOW UP ACTION REQUIRED	OWNER
<p>11. The culture of learning, M&amp;E, reflection and dialogue currently encouraged by LIU needs to be prioritized, with time given to staff to think through their understanding of how change happens, the appropriateness of their interventions, and what has worked well and less well. LIU needs the authority as well as the responsibility for putting strong systems and guidelines in place. More external evaluations (managed by LIU) and tighter internal monitoring are needed to track the work of, for example, DD in future, and the learning needs to be shared, discussed and used to shape future work through improving communication channels and cutting across the Amnesty International silos.</p> <p>12. Staff need to be given the space and time to build their understanding of how change happens and to develop and communicate their plans, which should in turn be monitored.</p> <p>13. Global campaigns need to be monitored at both the global and local levels. Records of who is doing what and when need to be kept locally and centrally and they need to be used frequently to assess the progress of the campaign.</p> <p>14. Frequent, continuous and structured dialogue and reflection on the management of the campaign, the appropriateness of interventions, the changes, or impact (positive or negative) brought about, and the direction of the campaign are required, identifying what has worked well and less well.</p>	Agree	<p>A cultural shift is required by all staff and managers to ensure due importance is given to M&amp;E. Monitoring of project and programme work will be better integrated into workplans and reflected as a component of regular tasks. Responsibility for doing so will lay with managers. The function will gradually be included in job descriptions. Systems for recording and sharing data will be gradually improved with the help of new technology. (11)</p> <p>LIU will support IS teams in making sure that learning is seen as a responsibility of everyone and not only LIU. Work around building capacity for M&amp;E and impact assessment will continue. This will include the production and dissemination of tools and the delivery of specialized training covering benchmarking and evaluation methodologies and implementation. The M&amp;E and impact assessment approach will also be integrated into existing learning initiatives such as strategic campaigning. More emphasis will be given to situation analysis and planning. This will be done alongside initiatives for promoting this aspect of the work amongst Sections and Structures including looking at practical ways for encouraging feedback, also through projects database so that global campaigns can be monitored at the local level as well. (11, 12 &amp; 13)</p> <p>RSU training for researchers and regional campaigners includes research and action project design, ensuring that the change desired is agreed at the start of the project, the means of achieving that change are</p>	<p>IS and S/s managers, LIU and Campaigns Program</p> <p>LIU, Campaigns Program and S/s managers (on providing feedback)</p> <p>RSU</p>

<p>15. Learning needs to be shared, discussed and used to shape future work through improving communication channels and cutting across the Amnesty International silos.</p> <p>16. Monitoring, learning and impact assessment need to be integral functions of campaigning and project work – they should be a fundamental part of everyone’s role. Clarity is needed on who is responsible for monitoring and reflecting, who is responsible for sharing learning and who is responsible for making subsequent changes, what authority these people will be given and how they will be held to account. Clarity is also needed on who will manage the overall process and how they will be held to account.</p> <p>17. The LIU needs the authority as well as the responsibility and adequate resources for ensuring the above; it needs to further develop M&amp;E systems and guidelines and build staff capacity in M&amp;E and learning.</p> <p>18. More independent external evaluations, managed by the LIU, are also required to “hold a mirror up” to Amnesty International. These need to be done in a participatory manner, shared transparently and used to improve work.</p>		<p>identified, and the project is focused around the research and action outputs needed to do so. Training also covers benchmarking and evaluation methodologies and implementation. (11 &amp; 12)</p> <p>S/s will need to provide feedback on their activities and achievement on regular basis. Use of Projects Database will be promoted for the feedback. (13).</p> <p>Common Chart of Accounts (COCOA) is being developed for a movement wide financial reporting includes a section on gender reporting.</p> <p>We will continue to promote a culture of reflection also by encouraging IS teams to set aside dedicated time for reflection and learning in the reporting cycle. S/s will be encouraged to adopt similar practice. LIU will ensure that learning are documented and disseminated. (14 &amp; 15)</p> <p>With SVAW evaluation we have started a culture of wide sharing of global campaign evaluations. A management response will ensure that we learn from the evaluation and address issues. All major campaigns and projects will have evaluation plan. We will establish different ways of widely sharing and learning – Individual/organisational- the findings of such evaluations.</p> <p>External evaluations of research and related advocacy work are managed by the RSU, which is also looking at improving evaluation mechanisms and methodology and will continue to be done.</p> <p>Meeting of all GPS campaign managers are being held every three months to ensure proper monitoring, dialogue between different campaigns and implementation of the related campaigns. This practice will be promoted</p>	<p>S/s</p> <p>COCOA Project, IS</p> <p>SLT, other IS managers and LIU</p> <p>SLT, LIU and relevant programs</p> <p>RSU</p> <p>Global Planning Team</p>
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WORK ON OWN COUNTRY (WOOC) AND LOCALLY CONTEXTUALISED CAMPAIGNS			
KEY RECOMMENDATIONS	RESPONSE	ACTION ALREADY UNDERWAY AND FOLLOW UP ACTION REQUIRED	OWNER
19. Rather than limit its use, Amnesty International should think about how to enable more S/s to do relevant WOOC research (and associated campaigning) that will bring about change in their own contexts. Similarly campaigning tailored to the local context should continue to be promoted and funded. All Amnesty International S/s should be enabled (through the provision of skills and resources) to undertake locally designed and implemented research and campaigning in the next five years.	Agree on the need to enable relevant human rights work by s/s in their home countries. Do not agree that this means more WOOC research needs to be undertaken by s/s with related resource implications. AI will promote WOOC research work from selected (not all) sections and structures in the global South and increasingly promote a balance between WOOC campaigning and international solidarity campaigning work by S/s. Learning from these new WOOC research projects in the global South will chart the course of such	<p>A proposal is being developed and will be implemented in 2011-12 to support three sections from the global South to undertake WOOC research which will lead to the local and international campaigning (18)</p> <p>Selected experiments are being done for IS researchers to spend longer time in research countries. Learning from this experience will be pro-actively pursued. BRICS strategy will have an aim to increasingly localised research and campaigning. (19)</p> <p>Since the beginning of 2009, strategic campaigning training has been provided to almost every section and providing this training to new campaigners in S/s will be a priority. (19)</p>	<p>RSU and Campaigns Program</p> <p>SLT and other IS managers</p> <p>Campaigns Program</p>

<p>20. More S/s need to be supported to build the skills to do this research and associated campaigning. Resources (financial and human) should be made available to S/s that currently lack them to carry out WOOC research and associated campaigning. The approvals process for WOOC research needs to be clear and streamlined to prevent unnecessary delays and to encourage S/s to carry out their own research. New methodologies and approaches should be encouraged that address the cultural, legal, religious and other factors that currently enable VAW to be seen “as the norm”. New ways of working at the community as well as the State level are needed if change for women is to happen. The human rights principle of participation could be made stronger; giving a voice to those affected rather than speaking on their behalf.</p>	<p>future WOOC work.</p> <p>We do not agree with the statement (20), the WOOC approvals process is very clear – the SVAW WOOC projects that the evaluation team studied date from before the WOOC approvals system was implemented. We also need to be cognisant of the size of the financial commitment and IS time and resources support needed to support section research - and to recognise that even many of the well-funded northern sections who were initially very enthusiastic about doing their own research have not carried on beyond an initial project, as they have recognised that it is heavily resource-intensive and that they may be more effective if they focus their attention and expertise on lobbying and campaigning.</p>	<p>New ways of working is being actively pursued in AI and some innovative methods (for AI) has been done like People’s Caravan. Active Participation project is looking into use of participatory methods in research, human rights education and campaigning and has identified criteria for pilot projects. These projects will collate existing and identify new tools for active participation in campaigning and exploring avenues to promoting participation as human rights. Strategic partnership projects have been implemented in six countries to explore new ways of working. (20)</p> <p>A number of sections are currently involved in WOOC projects, and are building capacity to carry out research on a range of issues. The RSU has provided direct support and research methodology training to sections, as resources allowed, and will continue to work to make additional training available to section staff and staff of non London offices as resources allow. (20)</p> <p>We will increasingly pursue the participation of rights-holders and HRDs in our campaign development and delivery. (20)</p> <p>Learning from the current Impact Assessment of Activism will be acted on and embedded into future work. (20)</p>	<p>Research Support Unit, Campaigns Program, Demand Dignity and ESCR Program, Law and Policy Program.</p> <p>RSU</p> <p>Campaign Teams</p> <p>SG, S/s and Campaigns Program (Activism Unit), other campaign managers</p>
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GLOBAL SOUTH			
KEY RECOMMENDATIONS	MANAGEMENT RESPONSE	ACTION ALREADY UNDERWAY AND FOLLOW UP ACTION REQUIRED	OWNER
<p>21. Amnesty International wants to be a global organization but currently is dominated by the richer countries; a way to build Amnesty International as a truly international organization needs to be developed if Amnesty International is to have the impact it aspires to in countries of the global south. The SVAW campaign overtly recognized the issues needed to grow Amnesty International's work and membership in the global south, highlighting Africa and MENA for special attention; the initiatives undertaken need to be continued. A strategy, for building up research skills, greater autonomy, budgets, representation and decision making in the global south is urgently needed. Ways of ensuring the voices of the global south shape the campaign methods and messages coming from the wider movement need to be developed, and more campaign methodologies need to be introduced into Amnesty International's work.</p>	<p>Partially agree. (21) We agree that AI needs to grow in the global South, and the voice of the South needs to be strengthened in AI, however, we don't agree on the issue of building research skills (already addressed in 19 above). The issue of autonomy will need to be combined with capacity building and leadership development so it has to be a gradual process.</p>	<p>Amnesty recognises that we need to improve our presence in the global south; this is one of the key strategy directions of the current Integrated Strategic Plan. The new growth strategy tackles issue of representation and presence in the global south, it also makes BRICS countries a key priority. The strategy strives to establish office in India and Brazil and grow AI in Africa. (21)</p>	SG
		<p>Strategic partnership project (currently in six countries) will be expanded in future. (21)</p> <p>A Global Governance Task Force appointed by IEC is looking into how AI's global Governance (including national) can be made more effective. Difference forms of governance are being discussed and explored. (21)</p> <p>The new Global Management Team will have a composition that will be more reflective of the diversity of the movement, including North and South, which will provide more space for the South in planning and strategy development, including in producing the Global Priority Statement. The ISP review process will also strive to look at and address how the participation from the global South in the ISP process can be strengthened. (21)</p>	<p>Senior Director, International Mobilisation</p> <p>IEC</p> <p>Interim Global Management Team</p>
<p>22. The SVAW campaign overtly recognized some of the issues needed to grow Amnesty International's work and membership in the global south, highlighting Africa and MENA for special attention; the initiatives undertaken need to be continued.</p>	<p><b>Agree (22)</b></p>	<p>Online communities project will be scaled up and membership from the global southern countries will continue to be waved for international membership. (21 and 22)</p> <p>Other international projects like Africa HRE and Youth will be developed and implemented to promote AI's</p>	<p>Campaigns Program</p> <p>Senior Director, International</p>

<p>23. A discussion on the existing strategy for building greater autonomy, representation and decision making in the global south is urgently needed.</p> <p>24. Staff should be involved in deciding what research is conducted in their country and should be involved in the research itself. This requires improved communication and equitable dialogue with research teams at the IS.</p> <p>25. S/s conducting campaigning on a country where Amnesty International has a presence should work collaboratively with that S/s to determine the most appropriate approaches and methods to be used.</p> <p>26. Time needs to be spent analyzing the likely relationships between campaign actions by members and activists in the global north and the changes they want to promote in the global south. Amnesty International needs to be clearer about what needs to be done from within a country and when a sharp external voice or intervention has real power to promote change. Tactics and methods need to be well aligned with the best ways to promote positive change far away and a better understanding of the likely effects of actions taken developed. S/s need to work closely together to keep each other informed of what external campaigns are being undertaken, and engagement of and feedback from the country concerned needs to be put in place for understanding and learning about what kind of campaigns work well for what issues in</p>	<p>Partially Agree(23) The sections and structures in the global South have a reasonable autonomy in terms of decision making through local boards</p> <p><b>Partly Agree (24)</b></p> <p>Staff should be consulted in deciding what research is conducted in their country, however, they can not be involved in all research. In selected cases, this can be done and will have to be carefully pursued. AI will have to pursue a work in a country also in the context of its global priorities and not exclusively from a local</p>	<p>growth in the global South. (21 and 22)</p> <p>A new financial distribution system (Assessment to Distribution) is being developed which will ensure that AI spends more and more resources in the global South. (21 )</p> <p>Africa and MENA growth strategies are being developed and will be implemented. (22)</p> <p>International members all of who come from global Southern countries have been provided with a formal role in ICM decision making and Chairs Forum participation (23)</p> <p>·</p> <p>AI's current research includes aspects of participation. Participatory research will be increasingly promoted through pilot projects and learning will be widely shared. Consultation with sections on research happens but to a varying degree depending on researcher. IS staff need to be more vigilant on this (24)</p> <p>S/s staff involvement in research already happens in Amnesty to an extent: what are the leverages from within a country or from outside. However, this needs to be more explicit and built into campaign's operational plans (24).</p> <p>S/s will be encouraged to consult with the relevant section and concerned IS team, if there is a section or structure in the country on which human rights campaigning is being launched by another section (25 and partly 26).</p> <p>The projects database currently outlines which countries</p>	<p>Mobilisation and Campaigns</p> <p><b>SG and S/s</b></p> <p>Senior Director, International Mobilisation</p> <p>RSU, IS managers and researchers</p> <p>IS managers and researchers</p> <p>SG and S/s</p> <p>Campaigns</p>
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<p>which countries</p>	<p>priority standpoint. (24)</p> <p><b>Agree (25)</b></p> <p><b>Agree (26)</b></p>	<p>are expected to campaign on each project which requires public activism (this helps sections in the north to know in some projects they are not expected to campaign). The database will be promoted as a platform for sharing between S/s and between S/s and the IS. (26)</p> <p>We need to learn from other organizations and from sections and structures about innovative ways of campaigning and use these in promoting activism. (26) We will need to establish on-line resources space to share with movement. Dignity Campaign has done this, but this will have to be promoted for other campaigns and work. We will need to establish Centre of Excellence model for different areas of expertise in the movement so that such expertise can be utilised whenever needed. This will be explored (26)</p>	<p>Program and LIU</p> <p>Campaigns Program (Activism Unit) and LIU; campaign teams/ITP/DCP ; SLT, IS managers and S/s</p>
<p>27. Budgets and staff resources need to be increased to be in line with the aims of the campaign. This should include sufficient capacity building and resources for carrying out own country research and for developing campaigns and materials that are appropriate in the given context.</p>	<p>Partially agree. On the issue of budget and staff resources principally agree because it depends on overall resources available and programme of work to be delivered by the IS. Own country research (disagree) has been addressed above in 20.</p>	<p>New global campaigns are being led by senior managers like Demand Dignity has a PD and SHR has a DPD, the new International Justice Project will have a grade 6 manager. Capacity building on new campaigns will be a priority. Demand Dignity Campaign has undertaken some capacity building initiatives. Demand Dignity Campaign being the top priority campaign has been provided more resources than any other global campaign in the past.</p>	
<b>PARTNERSHIPS</b>			
<b>KEY RECOMMENDATIONS</b>	<b>RESPONSE</b>	<b>ACTION ALREADY UNDERWAY AND FOLLOW UP ACTION REQUIRED</b>	<b>OWNER</b>
<p>28. Amnesty International should continue to adopt the practice of listening to and learning from partners. It needs to be wary of appearing overbearing, wanting to dominate the agenda or of “using” others for its own benefit. Clear agreement and shared understanding of</p>	<p>Partially Agree: Amnesty International recognises the value of working in partnership with other NGOs and civil society</p>	<p>The current Integrated Strategic Plan highlights the need to work in partnership and our key performance indicators have been designed to monitor and measure our performance in this area. The Global Priority Statement has made ‘Engaging Partners’ as the cross-</p>	<p>All regional and thematic programmes of the IS; and S/s.</p>

<p>roles and responsibilities within partnerships is required.</p> <p>29. Partnerships need to be institutionalized if they are to bring benefits in the long term; they should not be based on individual relationships.</p> <p>30. Exit strategies need to be agreed with partners with plenty of time to prevent negatively affecting future partnership development as well as incurring a reputational risk.</p> <p>31. Amnesty International should collect together several examples and stories of their partnerships, analyze them and draw out the critical points of learning around how to work well with other agencies, networks and alliances. Issues arising, for example, around the need for MOU, for clear exit strategies, for learning to work in different ways should be documented and widely shared. More systematic approaches to partnership working should be promoted. Amnesty International should not sever or cease relations with key strategic organizations/networks around women's rights as this would be a real risk to the organization; ways to continue existing important partnerships need to be found.</p>	<p>and the subsequent effectiveness that can be brought about. However it also recognises it's wide and numerous responsibilities when working with others. Not all 'partnerships' need to be formal requiring 'MOUs'.</p>	<p>cutting priority.</p> <p>A partnership project has been initiated which will take stock of current partnership practices in the IS and S/s, create best practice case studies and disseminate them widely in the movement. From December 2010, Activism Unit will produce one 'partnership case study' from AI every few months for a year. These case studies will be widely shared in the movement.</p> <p>The partnership project will develop simple tool to address different aspects of partnership (considerations to take into account before entry to the exit of partnership)</p> <p>Due diligence framework for partnership is being prepared to ensure we can work effectively with others in the field.</p>	<p>Campaigns Program</p> <p>Campaigns Program</p> <p>RSU and Campaigns Program</p>
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#### WAYS OF WORKING AND THE CULTURE OF AMNESTY INTERNATIONAL

KEY RECOMMENDATIONS	MANAGEMENT RESPONSE	ACTION ALREADY UNDERWAY AND FOLLOW UP ACTION REQUIRED	OWNER
<p>32. Staff should be more actively involved in strategy and planning, and in discussions around what works well and what does not. More (well-facilitated) space and time needs to be given to share concerns, and to think together, both within and across teams and departments. The organization should encourage and facilitate processes for members to engage in thinking creatively about the issues and more thought should be given to their role in bringing about change. Improved transparent</p>	<p>Partially Agree. Some strategic decisions are taken by membership in AI and staff only play a role of facilitator for decision making.</p>	<p>An evaluation of the ISP process has been done and necessary improvement will be made in the next phase to ensure the process becomes more participatory. The same will be done for the GPS process.</p> <p>We need to invest more in improving our global communications systems between IS and S/s and between S/s and S/s. Further to the findings and the SVAW Review and the Review of working with others, we are embarking on a new project to improve</p>	<p>IGMT and Global Planning Director</p> <p>SG, Senior Director Communications, S/s</p>



<p>communication and clearer lines of accountability across the organization would improve staff morale and encourage a more collaborative and collegiate way of working.</p>		<p>communications within the IS. As one initiative, all decisions and actions from management and senior management meetings are now posted on the staff intranet.</p> <p>Before reporting on each quarter, programs and teams of the IS will be encouraged to hold reflection workshops which will feed into the quarterly reporting. IMT funded sections will be encouraged by IMT to do this and other section will be also encouraged.</p> <p>More sharing will be done by inviting speakers from S/s and also IS staff visiting S/s.</p> <p>The new global campaign strategies (SHR and IJ) have developed/are developing their campaign strategy by forming a Section Working Group that supports in the strategy development process, also helping in consulting with other sections. The upcoming Migrant Rights work strategy plan and Individuals at Risk strategy preparation plan include forming Section Working Group so that S/s can fully participate in the process. This practice will be promoted in other strategy development process also.</p> <p>More all staff meetings are being held at the IS to ensure proper communication between management and other staff.</p> <p>The projects database has been changed so that S/s can view all projects (priority and others) that require membership action. The GPS and Flagship projects are flagged so that it helps in S/s planning.</p> <p>Based on the INGO Accountability Charter which AI has signed, strengthening accountability at all levels will be a priority, including enhancing transparency of decision making processes, making decisions based more on</p>	<p>SLT and LIU</p> <p>Senior Directors, LIU and PDs/DPDs</p> <p>Relevant strategy development teams</p> <p>SG</p> <p>SG</p>
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		consultative processes and ensuring responsibilities are combined with accountability.	
33. Overall, if Amnesty International wants to continue to work on ESCR, it needs to move away from a largely legal and confrontational approach to one that better embodies the human rights principles of participation, non-discrimination, voice, transparency and accountability.	Partially agree	In recent years Amnesty International has recognised that increasingly, governments and other actors are looking for concrete proposals and options for change. In the current Integrated Strategic Plan, we have committed to adopt a partnership perspective, using human rights as an analytical tool, not only for assessing the unacceptable – for denouncing human rights violations but also as a framework for delivering the essential - for offering solutions. In the majority of our campaigns and projects we will add solutions-oriented methodologies to our range of research, advocacy and campaigning approaches, match our competency in “naming and shaming” with competencies in multi-disciplinary analysis of issues and stakeholder-engagement in order to better resolve human rights problems; use our competencies as a global, as well as a local, movement to pursue human rights change through multi-dimensional and multi-layered approaches, invest in impact assessment and evaluation of human rights strategies and tactics to ensure the best human rights outcomes possible are secured. In the ESCR work (Demand Dignity) a range of approaches will be adopted dependant on the problem and identified solution.	SG, SLT, IS managers
		<ul style="list-style-type: none"> <li>AI has adopted Active Participation as one of the priorities and developing necessary understanding and tools to ensure that our human rights work is informed and shaped by the needs and rights of rights holders.</li> </ul>	Demand Dignity /ESCR Program  Campaigns Program, RSU and Law & Policy Program
34. Finally, in line with many of the recommendations in this synthesis report, if the analysis and recommendations of the SVAW review are to be taken seriously and used to improve the future work of Amnesty International, it is imperative to be clear about who is responsible for disseminating the learning from the review and for making the changes required to improve future campaigning. A	Agree	A dissemination and learning strategy has been written by the Learning and Impact Unit and the Campaigns Programme to ensure that this recommendation was met. Extensive dissemination and the facilitation of learning workshops have taken place at the International Secretariat. Recommendations have been shared with chairs forum, IEC and different section representatives. Section visits are planned from November to do the	LIU, Campaigns Program,

clear plan is required and accountability mechanisms put into play.		<p>sharing and also talk about what is being done about recommendations and will continue until March 2011.</p> <p>The process of compiling this formal management response illustrates our commitment to ensure that we not only learn from the findings but also take action and focus on implementing change processes.</p>	<p>GSIU, Regional, Thematic, Teams and S/s</p>
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