Introduction

AIUSA staff and members collaborated to bring together tried-and-true activist practices and organizational knowledge to mobi-

lize, inspire, and empower you. You will find resources on how to run effective group meetings, planning materials, communica-
tions, and a step by step guide for starting a local group.

For more online resources, follow the link:
http://www.amnestyusa.org/get-involved/lead-in-your-community

About Amnesty International USA

Mission
Our vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of
Human Rights (UDHR) and other internationally recognized human rights standards. The UDHR states that the “the
recognition of the inherent dignity and of the equal and inalienable rights” of all people is “the foundation of freedom,
justice and peace in the world.”

We are funded by members and people like you. We are independent of any political ideology, economic interest or religion. No
government is beyond scrutiny. No situation is beyond hope.

How We Work
Amnesty International unites people from all over the world to fight for human rights using our signature tactics.

Research
Amnesty International keeps vigilant watch on the rights of people around the world and publishes hundreds of independent
reports based on our rigorous research, free of corporate and government influence.

Action
Through our dynamic campaigns and long-term casework, Amnesty International members propel key human rights concerns
and stories of individuals at risk into the glare of the international media and demand the attention of government officials,
corporations, international institutions and policy makers.

Advocacy
We combine high-level legislative work, media outreach and grassroots mobilization to shape and promote legislation and poli-
cies to advance human rights, protect individuals and free prisoners of conscience.

Amnesty International is a global movement of more than 7 million people who take injustice personally. We are campaigning for a world where human rights are enjoyed by all.
Membership Mobilization Department

Area Coordinator Steering Committee (ACSC)

The Area Coordinator Steering Committee of Amnesty International USA connects Area Coordinators (AC’s) to resources that will aid their human rights work, and represents ACs’ needs and experiences in regional and national decision-making bodies. Each of the five AC’s on the ACSC represents one of the five regions of AIUSA. The Committee also communicates and makes recommendations on issues of policy in their regions, provides training opportunities and mentoring, and attends AIUSA conferences.

Area Coordinators (AC)

Provide support for the Local Groups in a geographical area sometimes an entire state, sometimes an area with a large population. They work very closely with Field Organizers and their regional office staff. Area Coordinators give Local Groups a connection to the greater world of Amnesty International beyond their immediate and state boundaries, advising on event organizing and other advocacy work.

Country/Thematic Specialists

Part of a corps of volunteer leaders who serve as country or issue experts and strategists for Amnesty International, these specialists develop a solid understanding of AI’s concerns in the target country or issue, and may be called upon to represent the organization in relevant forums.

Country and Thematic Specialists are organized into 21 Coordination Groups (Co-groups), which collectively cover nearly every country, as well as several thematic issues including: (1) Business and Human Rights; (2) LGBT Human Rights; (3) Military/Security/Police transfers; and (4) Women’s Human Rights. Coordination Group members commit to working for at least two years in their position.

National Youth Action Committee (NYAC)

Envisions a powerful, inspiring and sustainable grassroots youth movement working through an intersectional framework to advance human rights both at home and abroad. NYAC consists of one Regional Representative from each of the five AIUSA regions: West, Mid-Atlantic, South, Midwest and Northeast. NYAC representatives work on both their delegated regional level and the national level on youth leadership development and youth engagement.

State Death Penalty Abolition Coordinators (SDPAC)

Keeps AI groups, volunteer leaders, and staff informed of death penalty news in their state and mobilizes activists to take action when executions are scheduled. Additionally, the SDPAC will mobilize activists to engage in grassroots legislative advocacy.

State Legislative Coordinators (LC)

Engage U.S. political leaders to stand up for human rights. These volunteer leaders work with AI members and advocacy staff to lobby Members of Congress and other key officials on legislation and initiatives to safeguard rights and protect people at risk.

Student Activist Coordinator (SAC)

An experienced Amnesty International student or youth volunteer who represents the organization to assigned groups by serving as an advisor to student and youth groups on group activities, campaign opportunities and policy related issues, acts as a liaison between AI groups, staff and other volunteer leaders, promotes area-wide initiatives, and acts as a spokesperson for AI where appropriate. Contact your regional office to learn more.

Young Professionals Amnesty International Networks (YPAI)

Engages and supports Amnesty activists from diverse backgrounds entering the working world. This dynamic young professionals group provides Amnesty and other human rights activists a space to network, organize and contribute to the struggle for human rights in the US and abroad.

DESCRIPTIONS OF MEMBER LEADERS

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IV. Getting Started

5 STEPS TO CREATING AN AMNESTY LOCAL GROUP IN YOUR COMMUNITY

Here are five steps that you can pursue on your own time, to begin organizing a new local group:

1. Learn More. Set up an informal conversation with one of our Field Organizers or Area Coordinators to see if the local group work is a good fit for you and what it takes to start a local group. To get in contact with a Field Organizer (FO) and/or Area Coordinator (AC) in your state, please see the contact pages in the appendices.

2. Organize a Core Team. Once you’ve decided that you want to start a local group, it’s time to tap into your network of friends, neighbors and co-workers to see who might be interested in learning more about Amnesty’s work and joining your group. You can start by gathering about 3-5 people who will be the core of your local group. [Let’s include a sample email in the appendix for this purpose.]

3. Step up your Activism. Your core group will decide what aspects of Amnesty’s work you want to focus on and how your group plans to recruit new members! After a few months of meetings with your new group, you’ll step up your activism by taking action on human rights violations through letter writing, building a group, and organizing your first event.

4. Get Chartered. Once your local group has a solid foundation of members and activities, it will have the opportunity to get chartered for official Amnesty International recognition. At this time, your group will be offered the opportunity to take on an individual case, receive a local group number, tailored trainings, and a set of orientation materials to deepen and expand your activism and connect you to other Amnesty members and groups.

5. Develop a Plan. Now that your group is chartered and organized, it’s time to develop a plan that will help you strengthen your connection to Amnesty’s work and your local community. Your group will explore how it wants to campaign on Amnesty’s cases, human rights campaigns and how it wants to grow its members and relationships with other local organizations engaged with human rights.

Your Field Organizer (FO) and Area Coordinator (AC) will help develop this plan and support your new group’s development!

Become a Member and Shape the Movement!

Become a card carrying member of AUSA for $25 a year and make your voice heard by going to www.amnestyusa.org/join! Your membership gives you an opportunity to shape the policies and plans of the Amnesty movement. Your voice matters, and as an Amnesty International USA member, you are not only investing in the work, but you also have a say in the priorities and policies we set.

By registering, you have joined a community of more than 7 million members, supports, and activists around the world, campaigning for human rights worldwide.

Fundraising is vital in grassroots organizing! Amnesty International is a grassroots membership organization and our work is funded by donations from groups and members. Student groups are asked to pay an annual $50 assessment fee that helps to cover the costs of materials that your group will receive. Membership dues and group assessment fees support effective rapid responses to human rights crises, and help to develop the research and tools that have long made our movement a global leader for human rights.

GROWING YOUR GROUP

Think about an experience when you joined something for the first time. Why did you attend that first meeting, or event, or rally? Chances are likely that it’s because someone invited you. While flyers, posters, social media, and announcements are all great tools for promoting your group, the best way to get people to come to something is to ask them. Here are some tips for recruiting people to join your group:

The Four C’s:

1.) Connection. Take the time to get to know a person at the start of the conversation. Ask how they’re doing, ask them about themselves, find out what motivates them and let them know how you got involved.

2.) Context. Share what motivates you. Tell a bit of your own story in a way that gives context to the issues you’re working on.

3.) Commitment. Pay attention to what you think they are prepared to do, and then just ask. What do you want them to do? If you want them to come to a meeting, ask them to come. If you think they’d make a great Outreach Coordinator or Treasurer or Co-Group Coordinator, ask them to commit to that.

4.) Catapult the person into action. Be ready to offer a concrete step they can take to get involved. Remember to listen for their answer and for their commitment, and have a plan for following up!

NOTE: While face-to-face interactions are the best way to create a core group of human rights activists, also consider posting to community listserves or the local paper, leaving flyers at community news boards, the local YMCA, or other locations that may draw together individuals who may be interested in joining your group.
STORYTELLING AS AN ACT OF LEADERSHIP

Leadership means taking responsibility for enabling others to achieve purpose in the face of uncertainty. Storytelling is an act of leadership. When we tell stories about the choices we’ve made, we invite others into a relationship, into a community, and motivate them to take action.

Every good story of change has an urgent challenge, a strategic choice, and a hopeful outcome. Good stories also include details and emotions that paint a picture that conveys the values you live by.

Advocacy storytelling moves an audience to action. The storyteller turns things over to her/his audience.

Craft your story with your AC
• When did you decide to be a leader within the Amnesty International movement? Where were you? What happened? Who were you with?
• Why are you inspired to fight for human rights?
• Where did those values come from? What challenges have you faced, and what choices have you made as a result of your values and your passion for human rights?
• How will the world be different if more people take action?
• What are the solutions?
• What action(s) should others take to make positive change?

DEVELOP LEADERSHIP FROM THE START

When a person makes a commitment to come to a meeting or an event, look for meaningful ways to involve them. If you want 20 people to come to your next meeting, ask each person who commits to coming to also recruit friends, family members, or co-workers. If you want 50 people to come to your event, ask each person who commits to coming to be involved in the event in some way. Give them a specific role. If people feel a sense of ownership of the group, they are more likely to stay involved for the long haul.

Below is an optimum group structure that outlines a leadership role for each of AIUSA’s main campaigning arms. Your group may not have enough members for each of the positions outlined below, and that’s okay. Some groups may have multiple Events Coordinators, for example, depending on the size of the group and the events they organize.
Facilitation Tools:

1. **Variety Keeps People Awake**: Use go-rounds to get more people talking, brainstorm in a large group, or split folks into small groups and have them report back to the big group after. Bottom-line: change it up.

2. **The Agreements Have Your Back**: Write out the group’s agreements and keep them up on the wall so that if, for example, someone is speaking too much, you can refer to the “step up step back” agreement and get more voices heard.

3. **Summarize and Keep Movin’ (Re-cap to Advance)**: If you hear people saying the same thing in different ways, or you feel like you can reconcile two thoughts, try something like, “What I’m hearing people say is X. Does that seem right?”

4. **Let’s Take This Outside**: Try to recognize when a particular conversation could happen in a smaller group and/or at different time, for example, if logistics of an event are being discussed, but only two people in the group are planning the event, or, if it’s something long and complicated, but there are more pressing things to deal with at this meeting.

5. **Brilliant Ideas**: If things aren’t moving forward or an idea is confusing, sometimes the secret is asking a small group to come up with a proposal to bring to the group. Usually this would happen before the next meeting, but it could happen during the meeting if time were tight.

6. **End on a Sweet Note**: Summarize key decisions and next steps, thank everyone, ask for a facilitator (rotating facilitators!) and note taker (rotating note takers!) for the next meeting, etc.

**Guidelines for Respectful Participation**

1. **Be aware of time**
   Time is limited and there are other sessions and commitments people have to honor. Being on time and respecting the flow of the agenda is one way to respect your fellow participants and facilitators. This will help everyone get their needs met.

2. **Step up, step back**
   If you speak a lot, try to limit your comments and create space for others to speak. If you don’t speak much, encourage yourself to speak. Everyone has something important to contribute. This will help ensure people don’t dominate the space or feel silenced.

3. **Respect that we all have knowledge & ignorance**
   Even the most seasoned Amnesty volunteer has something new to learn. Be patient with your own and others’ learning processes.

4. **Avoid jargon**
   Heavily academic terms or Amnesty acronyms and abbreviations are not always understood by everyone in the room. Avoiding jargon can foster a more inclusive environment where everyone understands what is being said and doesn’t feel intimidated to participate. If you don’t understand something someone said, or you hear lots of jargon (that you may understand), don’t be afraid to raise your hand or use humor to stop the jargon flow and have the word(s) broken down.

5. **Use “I” statements**
   Speak from your own experience. Don’t assume your experience is universal or that you know how others feel and think. Take responsibility for your own thoughts and comments.

6. **Assume best intentions and take responsibility for impact**
   Assume that everyone is operating from a place of good intent since we have all chosen to be human rights activists. Nevertheless, each of us is responsible for the impact we have on others and on the process. We may not intend to offend, but if someone expresses that they have been offended or hurt, it is best to listen to that comment, sit with it and acknowledge you have heard it without defending, justifying or excusing your actions. After all, the way a person feels, is the way a person feels – it’s not a point of debate.

As much as we may fight against the “ism’s” in our human rights work, they are a part of the society in which we are immersed and can sometimes play out even among people of good will. Be aware of your impact on others and be willing to learn about it. Recognize that if someone feels offended they may not feel ready or obligated to explain why, but there are usually others in the room who will be willing to examine the situation with you. This tool provides a way to address an uncomfortable social situation if you have been offended. For example, you might say, “I’m sure you didn’t mean to offend when you said “x”, but it landed on me in a negative way”. It can also be a good tool if you were the offender: “I didn’t mean to offend you when I said “x” and I’m sorry I offended you.”

7. **Use the “ouch”**
   You can say “ouch” to note prejudicial or discriminatory words or actions made by an individual or group of people so that they can be addressed. The “ouch” is not a mechanism for general disagreement or points of clarification but rather a process that engages, and when grounded in respect and trust, aids in overcoming and working through the intentional or unintentional hurtful statement or behavior.

8. **One Diva, One Mic (Practice Active Listening)**
   One person to speak at a time in order to allow for real active listening, i.e not talking over each other or simply waiting to jump in.

9. **Stick with the process**
   Actively listen. Allow room for disagreement. Lean into the “growing edge” – sometimes moments of conflict or discomfort provide important opportunities for learning. Stay engaged.

**Group Meeting Facilitation Guidelines**

**Pre Meeting**

Strong meetings are the product of the three C’s: concise, comprehensive and careful preparation. The components below will assist you in preparing for a meeting:

1. **Identify and bring materials**: handouts, minutes from last mtg, as well as resources that may be useful for this meeting like flip chart, tape, markers, etc.

2. **Set the Date & Time**: It is important to set times and dates that work for most of the participants. Try to keep standard dates/times. However, in cases where this is not possible, identify dates/times in advance or at the end of every meeting. We recommend that you not hold meetings beyond 1hr and 30mins if possible.

3. **Agenda**: Get input and AGREEMENT on GOALS of the meeting and agenda IN ADVANCE of each meeting, and determine how long each agenda item will take. Circulate the agenda before meeting to participants once completed as well as relevant materials for preparation.

4. **People**: Remind members that need to be there to be there!

5. **Delegate**: Have members prep and present different agenda items so more folks are involved, engaged and accountable.

6. **Space**: Find a good meeting space (pay attention to temperature, chairs, noise, bathrooms, windows) and create the space. What does this mean? How participants are positioned in a room can affect the level of participation and engagement. Think about how the room is set up, how many participants and where the facilitator is positioned.
During the Meeting

So now you’re thoroughly prepared for holding a meeting. What are some ways we can make it go as smoothly as possible?

1. Welcome/Open
2. Introduce new participants
3. Go over the Agenda
4. Identify roles: Facilitator (if new), note taker, time keeper. Other optional roles are stack-keeper, etc.
5. Ground Rules/Agreements - If the group does not have ground rules, collectively agree on or identify ground rules/agreements that will allow and promote productive meetings (ex. be present, respect others, don’t judge, step up, step back, take care of your needs (bathroom etc), silence cell phones, listen, no acronyms/jargon).
6. Be sure to start and end on time.
7. Schedule short breaks during the meeting. Even a quick stretch can lighten the mood and make everyone more productive and civil.
8. Stick to the agenda and try to stay on time. However, recognize the need to be flexible and transparent when it is necessary, such as when there is a need to change the agenda. Ask for the group’s consent by doing a temperature check.
9. Use appropriate facilitation tools to get the most out of the voices in the room. Use a ‘go-around’, small breakout groups to generate lots of ideas quickly, or basic popcorn discussion to start things off.
10. Ask everyone to use hand signals to indicate agreement (snapping), confusion (arms out, bent, ands outstretched) etc
11. Try to keep the conversation flowing and summarize fairly often. Elicit responses from each member when addressing a key topic. Consensus does not mean that each person gets to say the same thing five times. If members state the same thing in different ways, try to summarize and move forward.
   - Ex: “So what I’m hearing people say is that we’re not quite prepared to rally outside the president’s office but that there is interest in putting increased pressure on him within the next week. Do people have other ideas for a more strategic next step?”
12. Utilize the meeting roles. They’re there to help the meeting go more smoothly but they only work if people understand what they’re suppose to do and others help reinforce them.

Closing the Meeting

- Spend a few short minutes recapping your plan of action at the end of the meeting. Did you meet your goals?
- What are the next steps? Who’s doing what? Answer these questions quickly and remind everyone to read the meeting minutes.
- Assign roles for next time and schedule the next meeting.
- Always leave on a positive note.
Planning your Year

3 STEPS TO CREATIVE BRAINSTORMING

1.) Set a timer. Begin the brainstorming session in an uninterrupted block to maximize your creative flow.

2.) Write down any and all ideas that come to mind. Continue writing all ideas until the designated time runs out.

3.) Share and map out. Build onto your ideas and expand them with resources available and practicality to make sure it will be effective, on message, and aligned.

KEY DATES

Skillshare Webinars/ Online Trainings: Every month AIUSA staff and community leaders host webinars and Google Hangout to share information about human rights issues and the skills needed to organize and mobilize your community into action. Lookout for emails notifying members of topics and dates for the webinars. Check in with your AC or FO to learn about upcoming trainings and if there are Google Hangouts.

CONFERENCES:

Annual General Meeting
April 2016 - Miami, Florida

Human Rights Leaders Institute
2016 Regional Conferences:
Southern Regional Conference - October, 2016
Midwestern Regional Conference - October, 2016
Northeastern Regional Conference - November, 2016
Mid-Atlantic Regional Conference - November, 2016
Western Regional Conference - November, 2016

CAMPAIGN CALENDARS

Individuals at Risk
1. First week of March: Spring Case Commitment Recruitment Drive
2. June 26: International Day in Support of Victims of Torture
3. First week of September: Fall Urgent Action Network Recruitment Drive
4. First two weeks of December: Write for Rights!

Identity and Discrimination

16 Days of Activism Against Gender-Based Violence - November 25-December 10

Ireland (decriminalize abortion):
- January 1st -- 2nd anniversary of the enactment of the Protection of Life During Pregnancy Act; Social media push
- End of the Fall semester. Ireland petition closes January 18th — big push for signature gathering/hosting events before January

Burkina Faso (breaking barriers to contraception):
- Continue to collect signatures for the petition. Petition closes March 8th (which is also International Women’s Day and the launch of Amnesty’s report on Burkina Faso).

Burkina Faso (child marriage case):
- Write 4 Rights Case

El Salvador (abortion ban):
- Continue to push the solidarity action with women imprisoned in El Salvador

United States (human rights education):
- Continue to engage in human rights education (HRE) activities with groups and community members/conduct HRE trainings

Tunisia (protect survivors of sexual violence):
- Actions taking place throughout 2016
### GLOBAL EVENTS:

These dates can be useful in planning actions and events throughout the year. For example, for the Anniversary of Troy Davis’ Execution (September 21), you can organize teach-ins, tweet-a-thons, and other events to educate your student body about the death penalty.

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>January</td>
<td>11th</td>
<td>Anniversary of the arrival of detainees at Guantanamo</td>
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<td>January</td>
<td>17th</td>
<td>Anniversary of the resumption of executions in the USA</td>
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<td>January</td>
<td>22nd</td>
<td>Anniversary of President Obama’s missed deadline for closing the Guantanamo Bay detention facility</td>
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<td>February</td>
<td>6th</td>
<td>International Day of Zero Tolerance of Female Genital Mutilation</td>
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<td>February</td>
<td>21st</td>
<td>International Day for the Elimination of Racial Discrimination</td>
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<td>March</td>
<td>8th</td>
<td>International Women’s Day</td>
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<td>March</td>
<td>22nd</td>
<td>World Water Day</td>
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<td>April</td>
<td>7th</td>
<td>World Health Day</td>
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<td>April</td>
<td>13th</td>
<td>Day of Silence (LGBT Bullying and Harassment)</td>
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<td>April</td>
<td>22nd</td>
<td>Earth Day</td>
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<td>May</td>
<td>3rd</td>
<td>World Press Freedom Day</td>
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<td>May</td>
<td>5th</td>
<td>Atenco Anniversary (Twenty six women were sexually assaulted during police operations in Mexico)</td>
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<td>May</td>
<td>8th</td>
<td>Mother’s Day</td>
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<td>May</td>
<td>17th</td>
<td>International Day Against Homophobia, Transphobia, &amp; Biphobia</td>
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<td>May</td>
<td>28th</td>
<td>Anniversary of the Founding of Amnesty International</td>
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<td>May</td>
<td>28th</td>
<td>International Day of Action for Women’s Health</td>
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<td>June</td>
<td>4th</td>
<td>Tiananmen Square Anniversary (Hundreds killed or injured in crackdown on protects in China)</td>
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<td>June</td>
<td>5th</td>
<td>World Environment Day</td>
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<td>20th</td>
<td>World Refugee Day</td>
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<td>June</td>
<td>23rd</td>
<td>International Widow’s Day</td>
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<td>June</td>
<td>26th</td>
<td>International Day in Support of Victims of Torture</td>
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<td>June</td>
<td>29th</td>
<td>Anniversary of Georgia v. Furman death penalty decision</td>
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<td>July</td>
<td>17th</td>
<td>International Justice Day</td>
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<td>August</td>
<td>9th</td>
<td>Day of the World’s Indigenous People</td>
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<td>August</td>
<td>23rd</td>
<td>9 Year Anniversary of Hurricane Katrina</td>
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<td>August</td>
<td>26th</td>
<td>Women’s Equality Day</td>
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<td>September</td>
<td>8th</td>
<td>International Literacy Day</td>
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<td>September</td>
<td>13th</td>
<td>Anniversary of the Declaration of the Rights of Indigenous People</td>
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<td>September</td>
<td>21st</td>
<td>International Day of Peace; Anniversary of Troy Davis’ Execution</td>
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<td>October</td>
<td>1st</td>
<td>World Habitat Day</td>
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<td>October</td>
<td>8th</td>
<td>Indigenous People’s Day</td>
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<td>October</td>
<td>10th</td>
<td>World Day against Death Penalty</td>
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<td>October</td>
<td>11th</td>
<td>National Coming Out Day; International Day of the Girl</td>
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<td>October</td>
<td>16th</td>
<td>World Food Day</td>
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<td>October</td>
<td>17th</td>
<td>Day for the Eradication of Poverty</td>
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<td>October</td>
<td>24th</td>
<td>United Nations Day</td>
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<td>November</td>
<td>19th</td>
<td>World Toilet Day</td>
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<td>November</td>
<td>20th</td>
<td>Trans Day of Remembrance</td>
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<td>November</td>
<td>25th</td>
<td>International Day for the Elimination of Violence Against Women</td>
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<td>November</td>
<td>29th</td>
<td>International Women’s Human Rights Defenders’ Day</td>
</tr>
<tr>
<td>December</td>
<td>1st</td>
<td>World AIDS Day</td>
</tr>
<tr>
<td>December</td>
<td>7th</td>
<td>Anniversary of the first lethal injection (Texas, 1982)</td>
</tr>
<tr>
<td>December</td>
<td>10th</td>
<td>International Human Rights Day</td>
</tr>
<tr>
<td>December</td>
<td>18th</td>
<td>International Migrants Day</td>
</tr>
</tbody>
</table>

### How to Recruit New Members

Promoting your group is an important ongoing process. Outreach lets everyone know that AIUSA is at work in the community and serves as an invitation to collaborate in the fight for human rights.

Here are a few suggestions:

1. **Increase Visibility**
   - Be visible in your community. The more active you are, the more people will want to work with you.
   - Tabling and hosting events are great promotional tools.
   - Increase visibility when you publicize events and activities by using social media, flyers and emails, and by placing ads in your local newspaper. TIP: hosting your meeting in a public, visible space is a great way to attract new interest!

2. **Make One-on-One Contact**
   - Use a sign-in sheet whenever you host an event or work a table.
   - Be sure to follow up within one week with each person who attended or expressed interest.
   - Encourage participation in your next event, track their interests and skills, and ask them take on projects or events.

3. **Hold an Informational Meeting**
   - Plan an introductory agenda about human rights and Amnesty International, and advertise the meeting in your community or on your campus.
   - Remember that hungry people don’t pay as much attention—so offer snacks, coffee and sodas!

**TIP:** Check out the Sample Fall Recruitment Calendar in the Appendices

### GROUP STRENGTH

So your group is up and running, but you want to do more! There are many ways to strengthen your group while developing your passions and skills as a human rights leader. Below are a list of roles you and others in your group can step up to.

1. **Designate an Urgent Action Coordinator or Death Penalty Coordinator for your group.** This person will work with Amnesty International USA campaign staff to ensure your group is on top of the latest urgent action cases released by Amnesty as they pop up. You can designate these roles online using the Activist Resource Community, or by reaching out to your Field Organizer.

2. **Attend an Amnesty Conference.** Regional Conferences (held every Fall) and Annual General Meetings (held every Spring), are great opportunities to learn from human rights leaders, gain knowledge, learn skills, and connect with other activists.

3. **Become an Area Coordinator** — AC’s are passionate AIUSA member leaders, like you, who want to work with other groups in your region to coordinate local human rights activism. Talk to your Area Coordinator or Field Organizer about becoming an AC. Amnesty will train you in the skills you need to become a dynamic community organizer for social change.

4. **Become a Legislative Coordinator** — These volunteer member leaders are trained by AIUSA to engage members of the U.S. government to stand up for human rights. They coordinate and lead AIUSA members and groups in their state to lobby members of congress and other key officials on a local, state and national level! Connect with your Field Organizer if you or a group member is interested in applying for this role.
5. Become a County/Thematic Specialist - These volunteer leaders serve as country or issue experts. They work with and advise AUUSA staff and members on developing strategies to bring about positive change in human rights situations in the target country or issue. Connect with your Field Organizer if you or a group member is interested in applying for this role.

FUNDRAISING MADE EASY

There are infinite ways to raise funds, especially when it’s for a good cause. Before putting together a dinner, concert, or any fundraising event, always consider costs and revenue. The most important part of fundraising is to limit costs, maximize profit and work within your budget.

Fundraising Is Human Rights Work
Yes, you are raising the money to finance your group’s activities at the local level. You are part of the world’s largest, most respected and effective grassroots human rights movement.

FUNDRAISING IDEAS

1. Grants: There are many grants that support human rights causes and events. Amnesty has a Special Initiatives Fund, which is a grant AUUSA groups can apply for.
2. In kind donations: While organizing an event or a road trip to a conference, many of the costs associated can be subsidized. Many businesses have a fund set aside for donation requests. An example could be to contact local coffee stores to donate coffee for an open mic night.
3. Table sales: Baked goods, morning coffee, Amnesty buttons and T-shirt sales at events like community fairs are simple and effective projects.
4. Fundraising event: Plan an event with ticket sales or some kind of donation as admission.
5. Sell Merchandise: Selling T-shirts, pins, and posters requires initial funds to purchase the products. Your group can order merchandise through Shop Amnesty or you can design your own products. Always use fair trade ethical companies and materials.

DID YOU KNOW?
Amnesty International receives almost all its funding from its members. That’s you! All Amnesty groups are asked to make contributions to AUUSA to help cover the cost of training, resource materials and other support you receive throughout the year, including tabling materials and travel subsidies to Regional Conferences and the AGM. In short, the money comes right back to you.

KNOW YOUR NEEDS
Before starting your fundraising efforts, it is important to set up goals. This will help in planning out your budget. Basic categories of group expenses include but are not limited to:

1. Annual Group Fee: annual contribution of $50
2. Membership fee: annual contribution of $15 per person (students)
3. Publicity: flyers, banner, newsletter printing
4. Postage: for petitions and newsletters
5. Meeting costs: snack, agenda prints, A/V, rental
6. Travel: events and conferences
7. General supplies: Stationary and office supplies

PLAN PLAN PLAN!

1. Fun: Fundraising activities should be fun for the donors and for the members who have put it together.
2. Simplicity: Keep it simple. The more bells and whistles you add to the plan, the more things can go wrong.
3. Potential Hazards: Beware of fundraising that requires large up-front investment, includes a high-risk of losing money
4. Involvement: Involve members and others in a positive way, without drawing time and resources from other necessary work.
5. Donor Appreciation: Make donors feel good about giving. Thank them and, when appropriate, do so publicly.
6. Other Events: Add fundraising to what your group is already doing. Consider how you can add a fundraising element to already planned actions and activities.

INSIDER TIPS

Always include a fundraising aspect to any event you’re holding. If you’re hosting a movie night, have a simple concession stand. Always have an attended donation jar at your events.

Have a group brainstorming session. Encourage new and creative ideas.

1. Utilize your group’s talent! Is a member talented at painting henna tattoos? A chef when it comes to making sweets from another region of the world? These kinds of talents could be the start of a great and profitable event!
2. Consider partnering up with another organization. It will mean splitting profits, but you’ll also be splitting costs. However always check if their views and actions are in line with Amnesty’s core values and principles.
3. Always tie your event back to Amnesty. Making it clear that you are raising money for a good cause can also help you get discounts.
4. Be creative and resourceful. Look for free venues and see if you can use any of the resources Amnesty has made available to you. Always keep your eyes open for places where costs could be reduced and profits made.
5. Invite everyone on your mailing lists! Publicize widely to get maximum attendance!
6. Take photos! And share them on AUUSA social media.
“START UP” COSTS
By ordering in bulk, your group can save money on the cost per item, but it is difficult to come up with the money for this up front. Assess the number of potential buyers and allow members to pre-order items such as T-shirts and pay in advance.
Consider all possible sources for funding. A group member might front the money or you can pool funds together.

TIPS ON STAYING IN TOUCH WITH YOUR AREA COORDINATOR & FIELD ORGANIZER
Have you connected with your Field Organizer (FO) and Area Coordinator (AC)?
They are AIUSA staff (FO) and volunteer member leaders (AC) whose job it is to ensure that you and your group are achieving success in your human rights organizing and campaigning. They can provide you with resources and tools, tips and advice, and hugs, as you organize your community towards human rights victories.

1. Set up clear communication from the get-go & update as needed.
2. Talk about best way to communicate: Is it through phone calls, Facebook, texts or email, or regular visits & meetups?
3. Get to know each other face to face!
4. If you’re near a regional office, ask to be included on invites to local actions and events!
5. If you’re at the Regional Conference or Annual General Meeting (AGM), be sure to say hello to your Field Organizer or Area Coordinator – they’ll definitely be there and would love to see you! Ask about connecting with other student and local groups in your area who may also be there.
6. Juggling a lot? Delegate a group member (or members!) to be the point of contact with your Area Coordinator or Field Organizer.

TIPS ON TIME MANAGEMENT
Being a local group leader is a huge commitment. Sometimes, things get overwhelming. You have a group meeting, an event coming up in addition to your family or full-time job.
Ensuring that you maintain a healthy balance is crucial to your group’s success, and ultimately, the impact you have in your community and on human rights victories here at home and around the globe.

1. Delegate. Are there tasks and projects you can hand off to other members in the group?
2. Plan ahead. Our schedules sneak up on us sometimes -- be realistic when planning events and actions.
3. Partner with other groups in your community with similar interests, and collaborate on event planning! Share the workload.
4. If you can’t make it – don’t stress it! Practical leadership develops leaders. Are there other folks you can mentor and coach?

VII. Human Rights Framing & Messaging
Our Communication:

1. Our tone is straightforward. We keep sentences and paragraphs short. We’re as brief as we can be, without over-simplifying. We avoid jargon. We make our main points really stand out. Less is more.
2. Members should acknowledge communications from other members or staff (whether phone, email, or correspondence) promptly, wherever practicable within 72 hours or less.
3. If a deadline is defined in the message, please respond by that deadline or specify when you will be able to address the inquiry.
4. If a member will be unavailable, he or she should inform key contacts who rely on her/his availability to carry out AIUSA work (e.g., by posting an “away” message on email and voicemail).
5. Our content is reasoned, logical, fact-based. We make a case and show the evidence. We use numerical data, and quotations from participants. We are never sensationalist. Let the facts speak.
6. We have a point of view, which is never strident, but which is often outraged and sometimes hopeful. We write in order to make things happen. It’s urgent.
7. Our tone of voice is readable (or people will ignore it), authoritative (or people will dismiss it), and impassioned (or people won’t act on it).
8. We are impartial and independent of any government, political party or candidate, corporation, religion or political system.
Interrelated Principles Underpin Amnesty International’s Work.

**INTERRELATED PRINCIPLES UNDERPIN AMNESTY INTERNATIONAL’S WORK:**

- **Effective Action for the Individual**
- **Global Coverage**
- **Universality and Indivisibility**
- **Impartiality and Independence**
- **International Solidarity**

**WHAT IS “ONE AMNESTY”?**

We draw our priorities from movement priorities.

Our work plan is designed to help deliver movement-wide goals.

We base and contribute funds to support global operations.

**WHAT DOES INTERNATIONAL SOLIDARITY MEAN FOR HOW WE DO OUR WORK?**

Although based in the US, we represent the global AI movement at all times.

We balance work on abuses in the US with abuses globally.

We consider how our actions as AIUSA might impact AI work globally.

ONE VOICE, WORLDWIDE

Manifesto for World Change: By inspiring people to take injustice personally and by mobilizing the humanity in everyone, together we bring the world closer to human rights enjoyed by us all.

**OPEN**

Down to earth, honest, inviting, diverse

We invite people in, we are all in this together, and we are equal partners. It is not about “us” and “them”. It’s not about us “telling people what to do”: we want people to participate and bring their own imagination, innovation and energy to bear. We include, we celebrate, we encourage, stimulate, tertilize, provoke and engage. We “connect” with people through our communications.

**INVENTIVE**

Fresh thinking, groundbreaking, ingenious, resourceful

The world is constantly changing. We are nimble, flexible and innovative. We use new techniques to stay relevant and put human rights firmly at the forefront of the global agenda. We challenge our conventional ways, encourage new ideas and are not afraid to give them a go.

**INTELLIGENT**

Well informed, intuitive, considered, influential

We use knowledge and insight to add value to the debate. Our distinctive contribution helps those who engage with us make sense of complex issues. With knowledge and insight we enable others to create change in the world. We communicate clearly and effectively.

**DETERMINED**

Positively persistent, courageous, inspiring, fire in your belly

We are here to stay. We are here for the long haul. People can count on us because we remain engaged for as long as it takes. We do not forget. And because we inspire people into effective action we show what determination can achieve.
How to use the spectrum

“How we speak” is not channel specific. However, generally speaking, some channels such as Facebook and various campaign materials tend towards the left of the spectrum. Others, such as research reports and advocacy materials, tend towards the right of the spectrum.

How you choose to approach your communication depends on your audience and what you are trying to achieve.

Ask yourself...

“Who am I writing for?”
“Who do I really want to say?”
“What do I want the reader to do?”

A note of reassurance... Accuracy, impartiality and integrity underpin everything we say and do.

PERSONAL and SOCIALE

Speak to people as your peers. Don’t position Amnesty as a distant voice of authority. Seek people’s opinions, find out what they know and feel as well as expressing your own views and insights.

TIP Keep your text short and chatty. Take the opportunity to have fun with words.
Less Amnesty has launched a new campaign to protect your privacy.

The reader should feel... You have grabbed my attention. I want to know more.

MORE They know who you slept with last night

AUTHORITATIVE and INCISIVE

Speak with confidence and demonstrate expert knowledge. Say exactly what you mean and say it clearly.

TIP Make bold statements. Avoid colloquial phrases and qualifiers such as “It’s likely that...”. Writing with authority does not mean using lots of jargon, it means using the appropriate language for your audience.

Less At least four children have allegedly been killed when a rocket hit their school. The rocket was reportedly fired by opposition forces who may have been aiming at a nearby military target.

The reader should feel... I have an invaluable insight into how people are affected. I know what action needs to be taken.

More Amnesty has received reports that opposition forces fired a rocket that hit a school, killing four children.

You might use Authoritative and Incisive for: Research reports | Fundraiser applications.

COMPOSED and FORMAL

Speak without emotion and stick to the facts.

TIP Be rational. Avoid overstatement and sensationalism.

Less In a terrible start to the year, Parliament passed a law that was catastrophic for the rights of transgender people.

The reader should feel... I have the facts and the reliable information I need.

More In January, Parliament passed the Gender Act. A discriminatory law that would make gender reassignment surgery mandatory for people wishing to change their legal gender.

**Social Media Best Practices for Engaging Supporters Online**

Good content should be:

1. **Relevant.** Post content that is relevant to the news and what is going on in the world to bring in new audiences.
2. **Useful.** Many people use social media as their primary news source. Be sure to provide useful content that your audience can learn from and use.
3. **Interesting.** Grab the attention of your audience by posting interesting content that is likely to be shared with their networks.
4. **Easy to share.** Consider how easy your message is to share or "like" on Facebook or "retweet" on Twitter.
5. **Action-Oriented.** You can use social media to help build awareness and direct audiences to take action. Social media messages should have a call to action, urging people to take the next step.
   - Use more verbs and adverbs and less nouns and adjectives to maximize engagement.
   - Include links to Web content that offer an easy way to take action.
   - Link to AIUSA website as often as possible to ensure we’re moving supporters from Facebook/Twitter to our website.
6. **Creative.** Original photos, videos, and articles that you took the time to create will grab more attention (in fact, on Facebook, original content like photos and videos are much more likely to show up in user news feeds) and be shared more often than content from another source.
7. **Efficient.** Use tools like Tweetdeck and Hootsuite to schedule your posts ahead of time so you never miss an opportunity to engage your audience.

---

**Engagement**

1. Remember to respond to user mentions, questions, and commentary.
2. Respond to positive feedback. Thank your community for sharing your content or taking action. Invite members to share their stories and work.
3. If you receive negative responses, respond to ones that you can try to resolve or engage with. Provide additional information and engage in a respectful and levelheaded conversation. Delete offensive content and block users who continue to harass or spam the account.
4. Report back. If you ask your supporters to sign a petition, show them who you’re delivering the petition to and what kind of impact it will have. If you ask your supporters to volunteer at a phone bank, report what kind of impact phone banks are having in your campaign.
5. To ensure that our content spreads far and wide, create an online street team — people who commit to regularly sharing your content on their walls to retweeting you.
Anatomy of a Facebook Post
1. Keep it short < 250 characters.
2. Be visual: images > words.
3. Post regularly.
4. Be relevant and timely.
5. Check the data. CLICK HERE to view your Facebook performance data.
6. Make an ask.
7. Remember: There’s a person on the other end.
8. Trim your link share images to 560x293 or 200x200 so nothing gets cropped.

FACEBOOK
You can create a group or page for your group and use it to connect with members, publicize events and share news and pictures. Now that the whole world is on Facebook it’s an indispensable group tool. Creating events on Facebook using your group’s Amnesty account rather than your personal account also makes them more legitimate and official.

Check out AIUSA on Facebook here and become a fan.
facebook.com/amnestyusa  facebook.com/AIUSAyouth

A Manifesto for World Change
By inspiring people to take injustice personally and by mobilizing the humanity in everyone, together we bring the world closer to human rights enjoyed by us all.

Our values underpin everything we do and are reflected in everything we say. Whether it’s written, spoken or visual, if it doesn’t express these values, it’s just not us.

SOCIAL MEDIA LOWDOWN
Social media are important online tools you can use to interact and share information online—and using social media can help your group spread the Amnesty word, recruit new members, get the latest news and promote actions in a creative way. Here are just a few of the tools you can use:

FACEBOOK
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Check out AIUSA on Facebook here and become a fan.
facebook.com/amnestyusa  facebook.com/AIUSAyouth

TWITTER
Twitter is a service that allows people to communicate and stay connected through the exchange of 140-character, frequent messages. You can use Twitter as a news source, a way to share information and a recruitment tool!

Follow Amnesty and AIUSA Youth on Twitter today…
twitter.com/amnesty  twitter.com/AIUSAyouth

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GET CONNECTED

Online Resources
The Amnesty International USA website is updated daily with the latest news, events, actions and campaign information.
www.amnestyusa.org

• Find events: Learn about nationwide AIUSA events and to post your own events at www.amnestyusa.org/events
• Take action online and sign up for the Human Rights Action Center at www.amnestyusa.org/act
• Activist Resource Community (ARC) - Get a password for the members-only area, where you can find internal documents:
  http://arc.amnestyusa.org/lij/in/soc_mrn=2&redir=p%2F Fus%2FFin
• Amnesty International Secretariat contains additional news releases, full-text versions of all external reports since 1994, worldwide campaign information and more. www.amnesty.org/http://www.amnesty.org

Find a Local/Student Group:
http://www.amnestyusa.org/get-involved/lead-in-your-community/local-groups/find-a-group

• Twitter: http://www.twitter.com/amnesty
• Facebook: http://www.facebook.com/AmnestyUSA
• Instagram: http://instagram.com/AmnestyUSA
• YouTube: http://youtube.com.com/amnestyusa
• Spotify: https://open.spotify.com/user/aiusa
• Tumblr: http://amnestyusa.tumblr.com/
• Pinterest: http://pinterest.com/amnestyusa

Amnesty International USA social media accounts:

Southern Region Facebook: https://www.facebook.com/amnestyusa
Northeast Region Facebook: https://www.facebook.com/amnestyusa
Midwest Region Facebook: https://www.facebook.com/amnestychicago
Midwest Region Twitter: https://twitter.com/amnestymwro
Midwest Region Instagram: https://instagram.com/amnestymwro
Midwest Region Tumblr: https://amnestyusa.tumblr.com

Western Region Facebook: https://www.facebook.com/Amnesty-West
Western Region Instagram: https://instagram.com/amnestywest
Western Region Twitter: https://twitter.com/AmnestyWest
Western Region Facebook: https://www.facebook.com/AmnestyUSA
Mid-Atlantic Region Twitter: https://twitter.com/aiusamaro
Mid-Atlantic Region Facebook: https://www.facebook.com/www.amnestyusa.org/?fref=nf
Mid-Atlantic Region Instagram: https://instagram.com/amnestywest/
Mid-Atlantic Region Tumblr: http://amnestyusa.tumblr.com
Mid-Atlantic Region Facebook: https://www.facebook.com/www.amnestyusa.org/?fref=nf
Mid-Atlantic Region Instagram: https://instagram.com/amnestywest/
Mid-Atlantic Region Tumblr: http://amnestyusa.tumblr.com

VIII. APPENDICES

Area Coordinator Steering Committee (ACSC)
The Area Coordinator Steering Committee of Amnesty International USA connects Area Coordinators (AC’s) to resources that will aid their human rights work, and represents ACs’ needs and experiences in regional and national decision-making bodies. Each of the five AC’s on the ACSC represents one of the five regions of AIUSA. The Committee also communicates and makes recommendations on issues of policy in their regions, provides training opportunities and mentoring, and attends AIUSA conferences.

<table>
<thead>
<tr>
<th>Name</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Michael T. Andrews</td>
<td><a href="mailto:ACSC@lists.amnestyusa.org">ACSC@lists.amnestyusa.org</a></td>
</tr>
<tr>
<td>Nicholas A. Geballe</td>
<td></td>
</tr>
<tr>
<td>Laura Osborn-Coffey</td>
<td></td>
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<tr>
<td>Robert Pearson</td>
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<tr>
<td>David Rendell</td>
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Amnesty International's Country and Thematic Specialists tackle critical human rights issues around the world. When Amnesty USA takes action, it calls upon the expertise and dedication of its extensive body of volunteer experts to help develop and deliver efforts that have an impact.

What can Country and Thematic Specialists do for you?

- Provide background information on a country or theme
- Help strategize with you to develop specific actions on a case or issue
- Help you locate audio visual or other materials for your meetings and activities
- Link your group with others working on the same issue
- Speak at your event or suggest someone who can
- Advise you on how to plan vigils or other actions
- Suggest dialogues or other groups in area for collaboration

Contact a Country or Thematic Specialist:

**WORLD REGIONS**

**AFRICA**
Central_Africa_Contact@aiana.org
East Africa_Central@aiana.org
Southern_Africa_Contact@aiana.org
West_Africa_Central@aiana.org

**AMERICA**
Andean_Central@aiana.org
Caribbean_Central@aiana.org
Central_America_Mexico_Central@aiana.org
Southern_Central@aiana.org (includes Brazil)

**ASIA**
China_Contact@aiana.org
Northeast_Asia_Contact@aiana.org (Korea)
South_Asia_Contact@aiana.org
Southcentral_Asia_Contact@aiana.org

**EUROPE/CENTRAL ASIA**
Europe_Central@aiana.org
Europe_Contact@aiana.org
Turkey_Central@aiana.org

**MENA**
Middle_East_Central@aiana.org
North_Africa_Contact@aiana.org

**THEMATIC ISSUES**

Business and Human Rights: corporate@aiana.org
LGBT Human Rights: LGBT_Central@aiana.org
Military/Security/Policing Issues: MSP@aiana.org
Women's Human Rights: WHR@aiana.org

--- Grassroots Advocacy with Global Impact ---

State Legislative Coordinators

Amnesty International's Legislative Coordinators engage U.S. political leaders to stand up for human rights. These volunteer leaders work with Amnesty members and advocacy staff to lobby Members of Congress and other key officials on legislation and initiatives to safeguard rights and protect people at risk.

State Legislative Coordinators advise activists in their state on advocacy tactics and issues, and build networks to win legislative successes. Their responsibilities include:

- Know the issues: Keep current on Amnesty International's legislative priorities.
- Advocate: Maintain regular contact with Members of Congress and their staff regarding human rights issues. Provide information and seek their support on key votes.
- Mobilize Action: Coordinate and inspire advocacy efforts by Amnesty activists in your state.
- Train Advocates: Lead workshops and other initiatives to build the lobbying skills of people in your state.
- Spread the Word: Help garner media and social media coverage on legislative issues.
- Network: Forge strategic alliances with other organizations where appropriate to help advance legislative initiatives.
- Build Amnesty International: Work collaboratively with Amnesty members, staff and other volunteer leaders to grow and strengthen the organization's capacity.

Can You Be an LC?

Are you interested in becoming a State Legislative Coordinator?

Candidates should be familiar with the work of Amnesty International and enthusiastic about promoting government advocacy. They should be full-time residents of their state and be able to engage and organize others. A two-year commitment for this volunteer position is required.

Contact us for more information about openings and applications.

Member Advocacy Team
Phone: 202.509.8169
grassroots@aiana.org
The Legislative Lobbying Process
Amnesty International USA

Preparing for the meeting:
1. Select an issue
2. Schedule the meeting(s): Contact the officials’ district offices or Washington DC offices, send background material, and work with staff members and schedulers to set meeting times and locations. Be persistent!
3. Know the issue: Do background research using the resource packet and know your asks.
4. Prepare meeting agendas and leave behind materials: Send background materials to the person with whom you will be meeting.
5. Practice the meeting(s): Meet with your delegation to decide who will say what, practice what each person will say, and brainstorm answers to possible questions from the official or staff member.

The meeting: Remember the ABCs: Accurate, Brief, and Courteous
1. Introductions: Be memorable, human, and friendly. Introduce Amnesty International and its presence in the state or district.
2. Thank the elected official for previous positive actions
3. Make the ask
4. Give brief background on the issue
5. Discuss the ask
6. Arrange follow-up communications

The follow-up: Develop a relationship
1. Send a thank you note
2. Send responses to questions raised during the meeting: Contact your AIUSA Legislative Coordinator for help answering questions.
3. Follow-up on the issue
4. Publicly thank the official: If the elected official takes the requested action, thank him or her publicly, with a letter to the editor or via social media.
5. Do follow-up actions: Letter writing, phone calls, letters to the editor, community education sessions, vigils or social media help thank the official or urge him or her to take action.
6. Contact the office the next time the issue comes up: Provide new information and Amnesty’s stance.
7. Continue to build a relationship with an elected official or staff person
How We Can Help You Reach Other Members

If you want to send an email to member leaders or group members in your region, please follow these steps:

1.) Email/Call
   a. Edwin Gur, Membership Coordinator,
      (egur@aiusa.org, (212) 633-4272), or
   b. Adam Cross, Member Engagement Associate,
      (across@aiusa.org, (212) 239-7321).

2.) Include the following information:
   a. Intended audience
   b. Draft of your email (250 words or less)
   c. Desired date of sending communication

3.) Send your information a week before, at least, of your desired send date.

4.) We will review our calendar of emails scheduled to go out and we’ll confirm whether we are able or not able to send the email.

5.) If we are able to schedule the email send, we will review the draft language to make sure it is in line with our core values and policies. We may suggest edits and will work with you to finalize the language.

6.) The email will be sent on your behalf.

7.) Your name and email address will appear as the sender, and recipients will be able to communicate directly with you to continue the conversation.

How to Recruit and Retain Members

Fall Recruitment Plan: Key Dates and Events:

August 1st: Common Ground State Fair - Host an action table
   • Needs:
     Banner, two case petitions, sign-up sheets, 50 Save the Date cards for September 18th Group Meeting,
     Stickers/Buttons/T-shirts for donations
   • Goals:
     o 100 petition signatures
     o Get 50 people to sign up for events/ action email list
     o 10 people to commit to Meeting on September 18th
   • Follow-up: August 2nd
     o Enter names into spreadsheet and email folks who signed-up
     o Send in signed petitions to AIUSA

September 15th: Organizations Fair - Host a booth!
   • Needs:
     Amnesty Banner, Computer with Excel spreadsheet for group sign-up, 100 Save the Date cards for September 18th
     Group Meeting, General-information poster board, Stickers/Buttons/T-shirts for give-away
   • Goals:
     o 75 Email List Sign-up
     o Goal: Get 25 people to commit to Meeting on September 18th
   • Follow-up: September 15th
     o Email recruits “Welcome to Our Human Rights Activist Community” message
     o Remind folks about the September 18th Group Meeting / Social
     o Include poll about favorite snacks! And any accessibility needs

September 18th: Group Meeting / Interest Social - Social
   • Needs:
     Light Snacks, drinks, background “About Amnesty” slideshow, petition/action, guest speaker, draft a light agenda,
   • Pre-event promotion:
     o School & Local Paper; Email Blast; Social Media; Flyers in local faith communities and community stores.
     o Reach out to Field Organizer for additional ideas / outreach connections
   • Goals:
     o 30 people attend & bond
     o Talks about opportunities to become a volunteer leader within group and AIUSA.
     o Have 8 people sign up to help organize/coordinate October 12th event
     o Have 15 people sign on to bringing a friend along to October 12th event.
   • Follow-up: September 19th
     o Email mailing list
     o Thank everyone for coming
     o Include link to action taken
     o Include poster/flyer to the October 12th event
     o Send signed petitions back to relevant AIUSA program.
TIP: Host in a public, accessible and visible space to attract passersby. Be in contact with your field organizer from the planning stages so they may provide additional support and any resources you may need!

October 12th: Event 1: Death Penalty Mock Executions

- Needs: Sign-up sheet, Save the Date Cards for next meeting
- Goals:
  - Get an additional 15 people to join email list
  - Goal: 5 more people at next meeting
- Recruitment Follow-up
  - Email everyone, plus new additions
  - Thank for coming out
  - Include info about next meeting
  - Recognize the individual members who led, volunteered and participated in demo.

Guidelines for Shared Leadership

I. Vision for Shared Leadership
Adopted by the Board of Directors
April 9, 2010

A pillar of AIUSA’s success in advancing human rights around the world is the effective partnership between volunteer leaders and staff. Through shared leadership, AIUSA can better tap the talent of all and inspire all to work hard. One way to improve the process of shared leadership is to have clear expectations, and the following Guidelines for Shared Leadership are intended to provide them. These Guidelines are aspirational goals. Even with the best intentions and efforts, AIUSA will never achieve perfect processes and outcomes. But even with imperfect implementation, these Guidelines will move the organization closer to those ideals and ultimately serve those on whose behalf AIUSA advocates.

II. General Principles

A. Definition of Shared Leadership: Shared leadership is the process by which AIUSA volunteer leaders and staff together guide AIUSA. The central concept is communication and collaboration in an atmosphere of trust and mutual respect. The following principles are fundamental:

1. Volunteer leaders and staff are in AIUSA together and work best for the cause of human rights when we empower each other and consult in an atmosphere of trust and mutual respect.

2. Volunteer leaders and staff recognize that decisions within AIUSA are made in three ways: those that staff should make alone, those that volunteer leaders should make alone, and those that staff and volunteer leaders should make jointly.

3. Volunteer leaders and staff consult on the process for decision-making and on the division of labor.

B. Values: The core values that make shared leadership work are:

1. Empowerment: AIUSA encourages everyone to develop and use their full talents in working for Amnesty International’s mission.

2. Integrity: Staff and volunteer leaders should be honest with each other and keep agreements or acknowledge the failure to do so.

3. Openness: Staff and volunteer leaders should be open with each other and communicate clearly.

4. Respect: Staff and volunteer leaders should operate in an atmosphere of mutual respect and show courtesy to each other.

5. Knowledge: Staff and volunteer leaders should strive to understand Amnesty International’s organizational policies, structures, and processes.

C. Coverage: These guidelines apply to relationships between and among volunteer leaders and staff, and are meant to work in conjunction with the Guidelines for Steering Committees, the Guidelines for Task Forces, the Guidelines for Appointment and Removal of Volunteer Leaders, and the conflict resolution guidelines and the process for working with the Ombudsperson. Together these documents form a framework guiding relationships among staff and volunteer leaders throughout AIUSA.
D. Accountability: All staff are accountable to the Executive Director. All volunteers are accountable to the Board of Directors.

III. Decision-Making

A. Presumption of Shared Leadership: Unless otherwise mandated (by the AI statute or policy, AIUSA Bylaws, New York State law, other guidelines, AGM or Board decisions, or addressed below), AIUSA seeks to make appropriate decisions through shared leadership and consultation between staff and volunteer leaders.

B. Areas Reserved to Staff Decision-Making: The AIUSA staff shall have the final decision making authority over decisions that the AI statute or policy, AIUSA Bylaws, New York State law, these or other guidelines, or AGM or Board decisions reserve to staff and for expenditure of AIUSA resources, Human Resources decisions, and AIUSA public statements. The staff shall consult with volunteer leaders as much as practicable.

1. The staff shall consult with volunteer leaders, RPCs, steering committees and task forces on the proposed budget for each program and leadership group, and on the expenditure of funds pursuant to the approved budget (in accordance with 1998 AGM Decision 7 and 1997 AGM Decision C-2).

2. There shall be significant membership input in hiring decisions for all positions at the director level or higher with significant program responsibilities, including (a) soliciting input from the relevant volunteer group (e.g., steering committees and regional planning groups, country specialists and networks) and leaders about the needs of the program, criteria for evaluating applicants, and possibly particular candidates; and (b) participation in interviews by at least one volunteer leader to be chosen from among leaders suggested by the relevant volunteer groups and leaders (in accordance with 2006 AGM Decision M-1).

3. The staff shall issue all press releases in the name of AIUSA, in conformance with the "Guidelines for National Media Work Governing Staff, Board Members, Country Specialists and Other Volunteers" (Media Guidelines), and approve all statements that volunteer leaders make in the name of AIUSA.

C. Areas Reserved to Volunteer Leadership Decision-Making:

Subject to the overall supervision of the Board, appropriate volunteer leaders shall lead the membership through AIUSA's resolutions process. During working parties and general voting plenaries at the regional conferences and the AGM, staff's role is to provide background and other clarifying information and the financial and programmatic implications of proposed resolutions. Additionally, staff who are AIUSA members in good standing may vote on resolutions.

IV. Communications

A. Responsiveness:

1. Volunteer leaders and staff should acknowledge communications (whether phone, email, or correspondence) promptly, whenever practicable within 72 hours.

2. If a staff person or volunteer leader will be unavailable, he or she should inform key contacts who rely on his/her availability to carry out AI work (e.g., by posting an "away" message on email and voicemail).

B. Confidentiality:

1. Volunteer leaders and staff should respect requests for confidentiality.

2. Even without a request for confidentiality, volunteer leaders and staff should use discretion in forwarding communications (particularly emails) without permission.

V. Conflict Resolution:

Shared leadership may result in disagreement. The key is to disagree in an atmosphere of mutual respect.

A. Early and Direct Resolution: AIUSA seeks to address conflicts as they arise and encourages all to express their dissatisfaction early, directly with the person(s) involved, and in an atmosphere of mutual respect. Staff may need to consult with their supervisors about conflict with volunteer leaders.

B. Third Party Conflict Resolution: Where the parties cannot resolve conflict directly, it may be helpful to involve a third-party (such as another AIUSA staff member or volunteer leader, the Human Resources Department, or the ombudsperson) to help resolve a conflict. The parties should act in accordance with AIUSA's conflict resolution, grievance, and other appropriate policies.

VI. Implementation:

A. Dissemination: Initial training/orientation of volunteer leaders and staff will include receipt of these Guidelines, a brief discussion of their importance and any tips for implementation, and the opportunity to ask questions about shared leadership.

B. Job/Role Descriptions and Performance: All staff job descriptions and volunteer leader role descriptions shall state the importance of shared leadership and incorporate these Guidelines by reference. Staff annual reviews will consider performance working with volunteer leaders and activists. Staff should give feedback to volunteer leaders on their work with staff and other volunteer leaders.

C. Flexibility: These Guidelines are intended to be flexible and staff and volunteer leaders should apply them to facilitate their working relationship. Staff and volunteer leaders should discuss their work and communication styles when they commence working together and at least annually thereafter.
The Universal Declaration of Human Rights

The recognition of the inherent dignity and the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world.

Every individual and every State shall respect and ensure the rights set forth in this Declaration. Nothing inherent dignity and conscience and respect for the freedom of thought, conscience, and religion; and for the freedom, peaceful assembly and association with others; as well as respect for this Declaration and for the purpose of achieving international cooperation, and maintaining peace, Security shall not be required to perform any act contrary to the fundamental rights and freedoms set forth in this Declaration. Any act contravening any of the rights and freedoms in this Declaration shall not affect the effective enjoyment of any of these rights and freedoms.