

# AMNESTY'S CAMPAIGNING MODEL

AIUSA's CAMPAIGNS TEAM – July 2021

**AMNESTY**  
INTERNATIONAL



# AMNESTY'S DEFINITION OF A CAMPAIGN

*From the International Secretariat of Amnesty International:*

A campaign is a creative, highly-focused, time-bound, nimble and winnable project, strategically planned, coordinated and communicated to achieve an explicitly defined objective

Campaigns use a range of tactics—usually including research, activism, lobbying and strategic communications—as well as a high concentration of resources across the organization to make change



**Ongoing Work**

**Campaign**

**ORGANIZATIONAL PRIORITIZATION, FOCUS, ALIGNMENT & RESOURCES**

# PRINCIPLES FOR AIUSA'S CAMPAIGNS

- **Make real human rights change, together:** create campaigns with stakeholders, including people impacted by and leading on the issue or case, in the US and worldwide
- **Be a “tide that lifts all boats”:** advance human rights, IDEA, engagement, organizing, movement building, fundraising, visibility and influence
- **Ethical entrance and exit of campaigns:** ensure decisions to start or stop campaigns are made ethically with the people impacted by and leading on the issue or case

# TYPES OF CAMPAIGNS AT AMNESTY

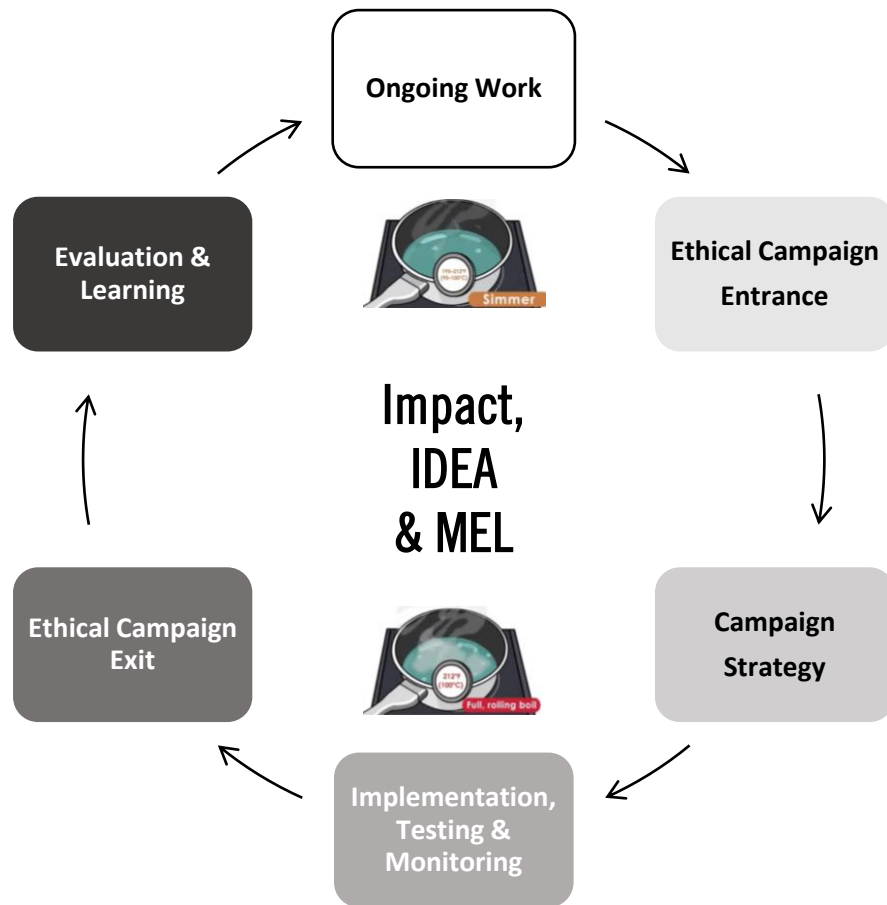
- *Flagship*
- *Short-Term Tactical*
- *Rapid/Crisis Response*

| Type                                   | Description   | Engagement   | Duration                              | Frequency   | Priority  | Topic                                      |
|--|---|--|---------------------------------------|---|---|--|
| <b>Flagship Campaign</b>               | <b>Planned in advance.</b><br>One ambitious longer-term campaign that aims to build and strengthen movements, as well as address a core human rights goal and objective | Uniquely placed to develop higher-level actions and fundraising activities to promote deeper participation and retention | 1+ years<br><br>(IS says 3 – 5 years) | 1 per year (starting in 2022 – two at AIUSA for now: ICE & EGV) | Top unless Short-Term or Rapid Response is elevated | Determined by IS and AIUSA strategic plans |
| <b>Short-Term Tactical Campaigns</b>   | <b>Planned in advance.</b><br>Makes impact on existing work, has a SMARTI objective and requires a range of tactics for impact  | Deploys a range of tactics to engage new audiences and aid retention; can uplift member-led work                         | 1 day – several weeks or months       | 1 or more per year; depends on strategic opportunity & capacity | Secondary priority unless elevated (W4R)            | Uplifted from topics AIUSA covers          |
| <b>Rapid/Crisis Response Campaigns</b> | <b>Not planned in advance.</b><br>Responds to the external world, including crises, and helps advance existing work and goals   | Leverages social media and media cycles to engage new supporters and raise visibility                                    | 1 day – several weeks or months       | 0 or more per year; depends on strategic opportunity & capacity | Secondary priority unless elevated                  | External + topics AIUSA covers             |

# CONSIDERATIONS FOR SELECTING CAMPAIGNS

- **Impact:** Can we make a timely difference through campaigning? (*even if it's "losing forward"*)
- **IDEA:** Can this advance inclusion, diversity, equity and accessibility in and outside of the organization?
- **SMART-IDEA Objective:** Is there a "Specific, Measurable, Achievable, Realistic, Timely " objective that will advance Inclusion, Diversity, Equity and Accessibility? And a clear decision maker (or makers) to influence to achieve it?
- **Capacity:** Do we have the people, time and resources we need?
- **Alignment:** Does the topic align with the IS and AIUSA's Strategic Plans, policy and expertise?
- **Value-add:** Does AIUSA have a unique role to play by campaigning? Can we be proactive and lead vs follow and support?
- **Engagement and movement building:** Can we engage new and existing supporters?
- **Fundraising, Visibility & Influence:** Can it help AIUSA increase its fundraising, visibility and/or influence?

# THE CAMPAIGN CYCLE



**Ethical Campaign Entrance:** The lead on the issue or case and the Campaigns Team assess whether AIUSA should campaign (including risk assessment), and they consult with stakeholders—including people who are impacted, orgs leading in the space and relevant staff and members—before making a recommendation to the Chief Impact Officer, who makes the decision in consultation with the Chief Movement Building Officer

**Strategy:** If approved, a campaigner leads the development of the strategy, priority SMARTI objective and the MOCHAI with the stakeholders, including specifying the outcomes and KPIs for evaluation as well as risk assessment

**Implementation, Testing & Monitoring:** The campaign “owner” leads implementation, testing and monitoring with stakeholders, including risk assessment, and collaborates with other campaign owners on alignment and sequencing

**Ethical Campaign Exit:** The campaign “owner” leads stakeholders in deciding when to transition the topic out of a campaign and back to ongoing work (or create a home for ongoing work), ensuring all relevant people are informed

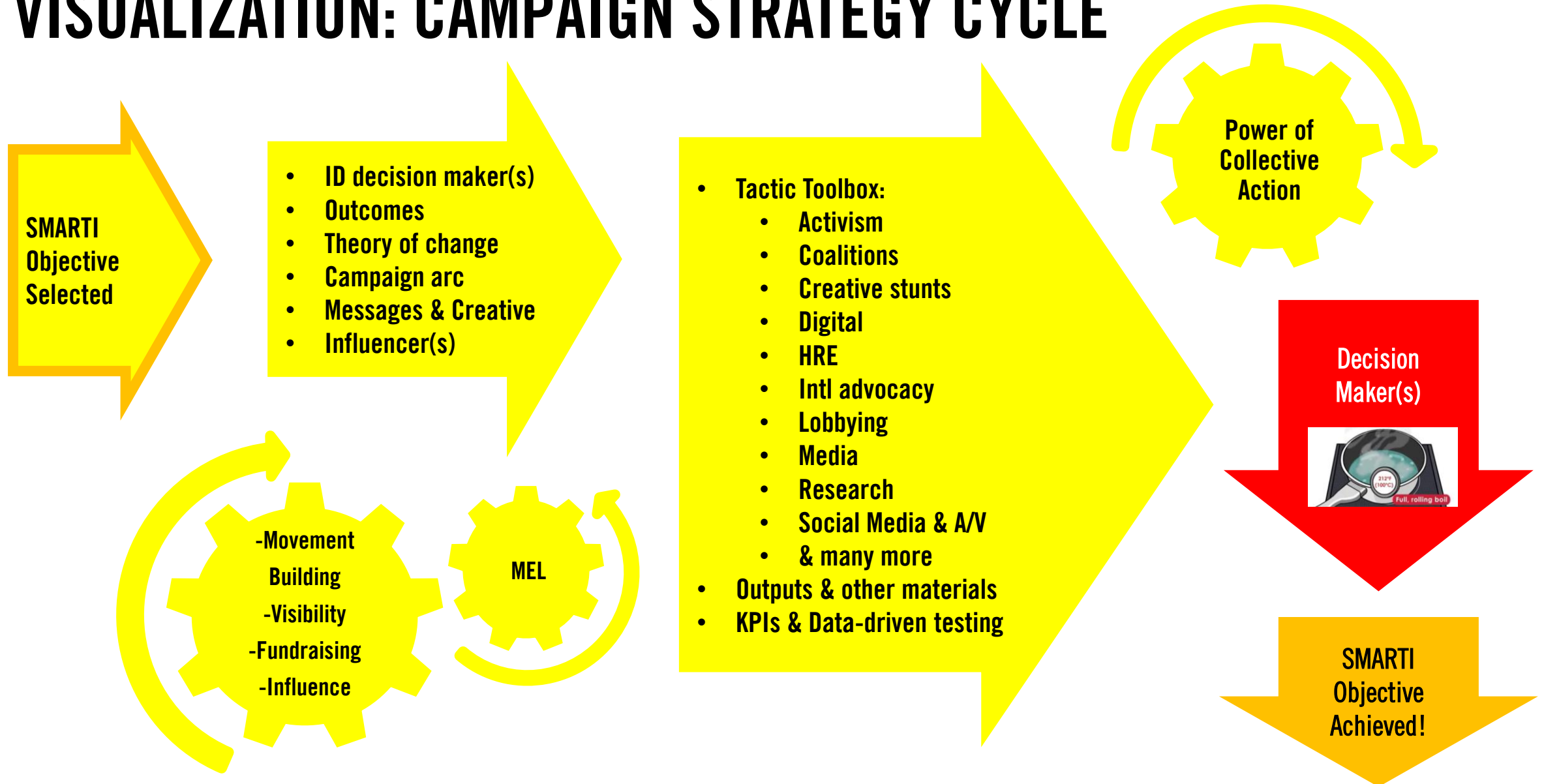
**Evaluation & Learning:** An evaluation is carried out with stakeholders based on the strategy and the learning is embedded and implemented for the next campaign



# CAMPAIGN STRATEGY: ART + SCIENCE

- **IDEA** throughout planning, implementation & evaluation
- **Monitoring, Evaluation & Learning** to improve our impact throughout planning, implementation & evaluation
- **“SMART-IDEA”** priority objective and outcomes selected w/ people impacted & leading the work
- **Strategy** to achieve the objective, including:
  - **Decision maker** (aka target - *person who can grant the objective*)
  - **Theory of change** (*why the decision maker would grant the objective*)
  - **Campaigning arc and calendar** (*to ensure clarity about timing and alignment*)
  - **Messaging & Creative Concept** (*to convince the decision maker to grant the objective; and to engage supporters*)
  - **Messengers/Influencers** (*who can persuade the decision maker(s)*)
  - **Tactics** (*to deliver message to the decision maker*) eg activism, comms, HRE, lobbying, research, etc
  - **Compelling** activism and education materials and trainings
- **Data driven testing** and learning as part of our comprehensive MEL approach
- **Creativity**, flexibility, experimentation, freedom to fail forward, freedom to have fun!

# VISUALIZATION: CAMPAIGN STRATEGY CYCLE



# WHEN CAMPAIGNING WORKS



# CAMPAIGNING TOGETHER

**AIUSA staff and members** co-create Amnesty's campaigns with stakeholders, including people impacted and leading the work, because winning a human rights campaign depends on the collective creativity, expertise and energy of the entire movement

# AIUSA'S CURRENT & FUTURE CAMPAIGNS

## CURRENT (As per strategic plan)

- Flagship: Free people from ICE detention, including all families
- Flagship: End gun violence impacting Black and brown communities
- Write for Rights (led by Programs)

## FUTURE

- Additional short-term tactical campaigns
- Rapid/Crisis Response campaigns as needed
- 2022: New IS global flagship campaign (topic tbd)



# FLAGSHIP CAMPAIGN: FREE PEOPLE FOM ICE



# FLAGSHIP CAMPAIGN: FREE PEOPLE FROM ICE

**Long-Term Goal: Ensure the human rights of asylum seekers, immigrants and refugees**

**2021 Campaign Objective:** Convince President Biden & DHS Secretary Mayorkas to free people from ICE detention

**Strategy:** Outsider and insider pressure on Biden and key officials, including through casework, focus on ending private detention facilities and pressure via Congress and influencers

**Tactics:** Activism (digital and offline), education, lobbying, strategic communications (including social media advocacy and influencers), research, global advocacy

**Success this year so far:** All families in long-term detention were released; three focus cases—Alida, Maura and Pastor Steven—released

**Take Action:** [www.amnestyusa.org/freethem](http://www.amnestyusa.org/freethem)

**Lead:** Rebecca Ma

# FLAGSHIP CAMPAIGN: FREE PEOPLE FROM ICE





# FLAGSHIP CAMPAIGN: HEROES (End Gun Violence)

The poster features a man, Lamar Johnson Jr., dressed as a superhero with a yellow cape and a yellow star on his chest. He is holding a large, circular shield with a yellow star in the center. The background is a solid yellow color. In the top left corner, the Amnesty International logo is visible. The text "HIS MISSION?" is written in large, bold, black letters. Below it, "PROTECTING US ALL FROM GUN VIOLENCE" is written in smaller, bold, black letters. A paragraph of text describes Lamar Johnson Jr.'s role as a Violence Prevention Coordinator with B.R.A.V.E. Youth Leaders in Chicago, IL. At the bottom right, the website "HEROES.AMNESTYUSA.ORG" is listed.

AMNESTY INTERNATIONAL

## ***HIS MISSION?***

**PROTECTING US ALL FROM  
GUN VIOLENCE**

*Lamar Johnson Jr. is a Violence Prevention Coordinator with B.R.A.V.E. Youth Leaders in Chicago, IL. He works with young people to stop gun violence before it starts, organizing interventions, activities and community call-ins.*

*It's time to give heroes like Lamar the backing they deserve.*

HEROES.AMNESTYUSA.ORG

# FLAGSHIP CAMPAIGN: HEROES END GUN VIOLENCE

Long Term Goal: End gun violence impacting Black and brown communities by building support for heroic community gun violence prevention groups

**2021 Campaign Objective:** Convince Congress to pass at least \$5 billion in funding over 8 years for heroic community gun violence prevention groups, whether the Break the Cycle of Violence Act or the Biden infrastructure bill, and defeat Stand Your Ground laws in key states

**Strategy:** Create public demand for supporting these heroes through a mass marketing and public education effort that will include generating pressure on key Senators to pass funding and helping AIUSA build its base of activists

**Tactics:** Strategic communications (including messaging testing, creative concept and advertising), activism, lobbying and research

**Success this year so far:** Biden embrace of funding ask of Congress; reintroduction of bill in House and Senate

**Take Action:** <https://heroes.amnestyusa.org/>

**Lead:** Ernest Coverson

# DIGITAL YOUTH ACTIVISM & LEADERSHIP

 **Milton Amnesty**  
@AmnestyMilton

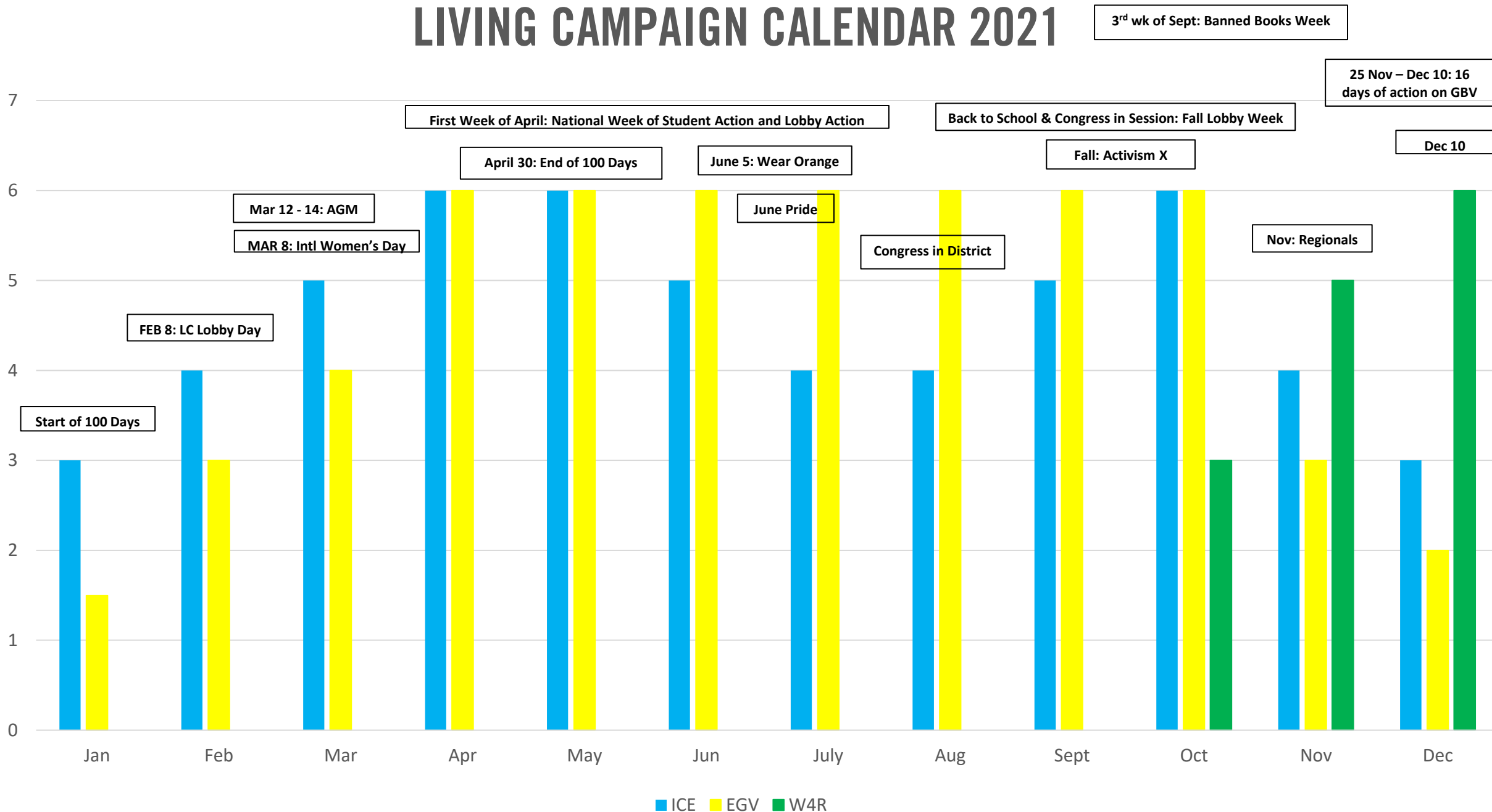
We are urging [@SenOssoff](#) [@SenatorWarnock](#) [@RepLucyMcBath](#) and Congress to pass the Break the Cycle of Violence Act to protect our human rights!  
[#NWSA2021](#) [@AIUSAYouth](#)



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# LIVING CAMPAIGN CALENDAR 2021



# MISSION OF AIUSA'S CAMPAIGNS TEAM

Create campaigns together with stakeholders to make real human rights change, reimagine a better world and help AIUSA become a bigger, bolder and more inclusive movement

*Contact us: [campaigns@aiusa.org](mailto:campaigns@aiusa.org)*



# WHY CAMPAIGNING MATTERS



GOOD NEWS! Marilyn\* (31) and Yunior\* (11), were released! Before the family's release, Marilyn faced an anniversary no parent would want: one year of lockup with her child simply for seeking safety here in the United States. (\*not their real names)

## Chicago approves \$5.5M package for police torture victims

AP

Wednesday, May 6, 2015



The Chicago City Council on Wednesday approved a \$5.5 million reparations package for the victims of the city's notorious police torture scandal.

CHICAGO -- The Chicago City Council on Wednesday approved a \$5.5 million reparations package for the victims of the city's notorious police torture scandal that also includes a formal apology and a promise to teach schoolchildren about one of the darkest chapters in Chicago's history.

The city has already paid more than \$100 million in legal settlements, court judgments and legal fees related to the torture of suspects - most of them African-American - from the 1970s through the early 1990s by a detective unit under disgraced former police commander Jon Burge.

### WATCH VIDEOS

Months before the release of the names of more than a dozen torture victims and survivors were read and they stood while the council gave them a standing ovation.

"This stain cannot be removed from our city's history but it can be used as a lesson on what not to do," Emanuel said.

Amnesty International hailed the move as a major step forward, saying it marked the first time in the U.S. that survivors of racially motivated police torture had been given reparations they are entitled to under international law.

## The New York Times

### Obama, in a Shift, to Limit Targets of Drone Strikes



This image, taken in February, shows the location of an American drone strike that killed Abdulrahman al-Awlaki and six Qaeda militants on October 14, 2011. Abdulrahman al-Awlaki is the son of the cleric Anwar al-Awlaki, who was killed in a separate drone strike. Khaled Abdullah/Reuters

U.S. | Obama, in a Shift, to Limit Targets of Drone Strikes

By Charlie Savage and Peter Baker

May 22, 2013

WASHINGTON — President Obama plans to open a new phase in the nation's long struggle with terrorism on Thursday by restricting the use of unmanned drone strikes that have been at the heart of his national security strategy and shifting control of them away from the C.I.A. to the military.

Good news! Phyo Phyo Aung, who was detained in Myanmar after helping to organize largely peaceful student protests, has finally been released more than one year on.

Amnesty supporters across the world wrote more than 394,000 letters, emails, tweets and more for Phyo Phyo Aung during [Write for Rights](#), our global letter-writing marathon.



Phyo Phyo Aung at court hearings in May 2015. Credit: Private.

The good news came after the new government in Myanmar announced it would work to release all prisoners of conscience as soon as possible. A court then [dropped charges](#) against Phyo Phyo Aung and scores of students involved in protests during March 2015.

While still in jail, Phyo Phyo Aung told us: "I thank everyone very much for their support for me and our movement. Receiving letters gives me real inspiration for what we are doing. I have begun to notice that the world is watching and cheering us — we are not alone."

