

Amnesty International UK – developing a strategic approach to protect Human Rights in the UK

Terms of Reference for strategy consultant(s)

Amnesty International

Amnesty International is the world's largest grass-roots human rights organisation with over three million members across more than 150 countries and territories. We investigate and expose abuses, educate and mobilise the public, and help transform societies to create a safer, more just world.

Amnesty International is an unincorporated worldwide movement consisting of independent sections throughout the world and an International Secretariat (IS) based in London which coordinates the worldwide movement and provides support for global governance structures.

Amnesty International UK represents more than 230,000 supporters in the United Kingdom. Collectively, our vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. Our mission is to undertake research and action focused on preventing and ending grave abuses of these rights. We are independent of any government, political ideology, economic interest or religion.

Developing a strategic approach for Amnesty UK's work on human rights in the UK

1. Background to the area of work

Human Rights in the UK is one of Amnesty International UK's five strategic goals in the organisation's Strategic Plan. This work is aimed at protecting, enhancing and securing positive human rights change, both within the domestic UK framework and through the projection of the UK government's foreign policy. Working on specific issues within this framework we aim to secure human rights change by campaigning, advocating and publicising a range of human rights issues. Our approach aims to be inclusive and engaging, working with our existing supporter base, but also reaching out to new audiences, working with them to support human rights.

As a priority area of work – that includes public campaigning, but also advocacy and litigation- it is vital that we develop and articulate a clear vision and strategy for taking this work forward. To date we have developed this work through specific discreet strands, including campaigning on the Human Rights Act, Refugees, hate crimes, surveillance and Women's Rights. This had often been in response to legislative and policy developments that have presented challenges to UK rights protections.

We are now seeking to develop a clear vision for human rights in the UK, drawing on the input of a wide range of stakeholders, and a strategy that enables us as a movement to deliver that vision in the short, medium and long term, through all the channels available to us: advocacy, campaigning, policy work, activism, public engagement, media etc. this work should also enable Amnesty to engage with new and different people, building our supporter base and ability to fundraise.

As the world's leading human rights organisation, it is important that we are able to convene the UK right sector and a wide range of rights holders in developing and rolling out this work.

2. Scope of the strategy

The scope for this piece of work is large, and we are starting from a position of openness and collaboration, seeking to potentially move beyond our exiting areas of knowledge and expertise. The strategy will establish Amnesty UK's vision for human rights in the UK and provide a framework for taking forward future work on UK rights issues. Informed by a gap analysis and subsequent consultation with staff, members, and rights holders and their organisations, the strategy will inform decision making by AIUK senior management about the issues we campaign on, which of those we prioritise and how we allocate resources to these over at least the next 10 years as we campaign, engage and advocate to achieve our vision for human rights in the UK.

This strategy should focus on human rights issues when the rights holders are in the UK. This explicitly includes Northern Ireland, Scotland and Wales as well as England. Out of scope for this work are issues that affect rights holders outside of the UK.

The strategy will build upon other existing strategies that the section has developed, including our Communications Strategy, the Impact of the Movement strategy, and our Political Strategy.

What do we want this strategy to enable us to do?

1. Clearly define the purpose/mission of our work on human rights in the UK, linked to a medium to long term vision (10 -15 years) for a rights-respecting UK and to use that to establish realistic outcomes and objectives – and subsequently campaigns, advocacy, litigation etc. - consistent with that purpose/mission in a defined time frame.
2. Communicate that vision, strategy and associated outcomes and objectives to our members, staff and stakeholders.
3. Provide a mapping/gaps analysis of human rights issues in the UK and organisations that are working on these (including those we do not currently have strong links to - BAME community, disability activists, Social and economic rights groups- as a basis to determine: which areas are well covered and wouldn't benefit from AIUK working on them; which might benefit from the addition that we could bring through working in partnership; which issues have little/no representation and could benefit most from AIUK taking this up. And to ensure those individuals and groups' participation in AIUK's delivery of this strategy.
4. Ensure the most effective use is made of the organization's resources by focusing on key priorities that link back to our strategy.
5. Establish a clear narrative about our vision for human rights in the UK

The strategy has been requested by the Amnesty International UK Section Senior Management team who will be the lead stakeholder in the strategy development process.

Specific questions for the strategy will be developed in collaboration with the selected consultant, but indicative questions will include:

Our vision for human rights in the UK

- What is Amnesty's vision for human rights in the UK?
- How long will it take us to make that vision a reality?
- What is our theory of change for achieving that vision?

Issues

- What are the most 'pressing (to be defined)' human rights issues in the UK?
- Which issues would benefit from AIUK engaging with work on them?
- Which of those issues should we be prioritising in order to achieve that vision?
- What 'mix' of rights should AIUK focus on? Civil and Political/Economic, social and cultural?
- What is the Amnesty International Secretariat's plans for work on the UK medium-term?
- Where do we have existing AGM resolutions which call for work on specific areas
- How should we best incorporate the ability to react to specific UK issues within the strategy which provide opportunities for tactical campaigning, or present as UK human rights crises.

Engagement

- Which of these issues resonate with our key audiences?
- How do build deeper and more engaged relationships with a wider, more diverse range of individuals and organisations through delivering this strategy?

Research

- Do we have policy positions and/or research on issues core to realising our strategy?

Partnership

- Who should we be partnering or working with to deliver this strategy?
- Which organisations and activists can we learn new and innovative ways to leverage partnerships?

Resources

- How should we approach work on UK rights issues? thematically? Project by project?
- Do we have the right teams and staff in place to deliver the strategy?
- Do we need additional dedicated capacity (from within our existing resources) to deliver our ambition?

Equality and diversity

- How do we ensure our UK rights work is diverse and reflects the needs a wide range of communities and individual experiences?
- How do we use this this work to engage diverse audiences with AIUK's UK rights work?

3. Approach and methodology

We expect that there will be several stages to developing this strategy, and we outline a suggested approach, although we are open to different approaches from consultants.

- Wide ranging literature review of existing AIUK strategies and program work
- Audit and analysis of existing AIUK work
- Mapping of UK rights issues following consultation/co-creation with wide range of internal and external stakeholders
- Synthesis of findings and write up
- Revision

4. Key deliverables

Key deliverables expected from the evaluator are:

- A presentation of the viable options for the focus of HR in the UK strategy and implications of each
- A detailed plan for developing the strategy, including methodology and approach to active involvement of rights holders in strategy creation
- Work with the team to draft and produce final strategy of not more than 5 pages (excluding appendices), with clear recommendations
- An Executive Summary of not more than 2 pages
- Presentation, workshop or other creative method of sharing findings and recommendations with key stakeholders, including senior management and project group

5. Timeline

The evaluation is expected to begin in July 2018 and should be completed by the end of December 2018. See below for an estimated timeline for the main elements of the planning. Exact dates will be decided by the Head of Campaigns and Head of Advocacy and Programs in consultation:

- Call for proposals for consultants – W/c 7th May
- Proposal submission deadline – 16 July
- Selection of evaluator(s) and contracting – W/c 23rd July
- Inception meetings and agreement of final methodology and timeframe – early August 2018
- Mapping and meeting groups and stakeholders for consultation– September- end October
- Draft strategy submission – End November
- Final report – 30 December 2016
- Dissemination workshop – January 2019

6. Budget

The budget for this evaluation is £35,000 inclusive of VAT and all expenses. Consultants are requested to outline in their submissions how their proposal constitutes good value for money.

7. Conditions of Contract

Amnesty International UK will pay the successful consultant a fee in two stages, at an agreed midpoint and on completion of the research and report. Daily rate to be negotiated.

The consultant will be a self-employed person responsible for taxation and national insurance or similar liabilities or contributions in respect of their fee. The successful consultant will not, therefore, be entitled to Amnesty International's Staff Terms and Conditions and nothing in this agreement constitutes a Contract of Employment.

8. Logistics

The consultant would be required to work from their own home, or place of work, and to be willing to come to the Human Rights Action Centre in London on a regular basis to meet and coordinate with key Amnesty staff.

Some travel will be required as stakeholders are based across the United Kingdom. Expenses will be covered but need to be agreed beforehand in line with Amnesty's expenses policy.

9. *How to apply*

Amnesty International UK Section invites bids from individual evaluators or organisations. We are currently recruiting evaluators for our two global campaigns and would encourage joint bids for both. However, both bids must meet indicated timeline for both evaluations.

Applicants should demonstrate the following:

- Knowledge of human rights
- Experience in at least one of the following fields: campaigning / international law / community activism / human rights education
- Experience and understanding of gender
- Experience of developing strategies for charities or NGOs
- Ability to present clear, concise and accessible recommendations
- Excellent organisation skills

Tenders should include

- Brief outline of proposed approach to strategy including methodology, and outline plan
- Brief CVs of evaluator(s) (no more than three pages per CV)
- Budget outline to demonstrate value for money
- Sample of similar previous strategy

If you would like more information about the project, or to submit a proposal, please contact felix.jakens@amnesty.org.uk or 07825184791