**AMSC meeting**

**1 March 10am- 1pm**

**Attendees:**

Kerry Moscogiuri - Director of Supporter Campaigning and Communications

Andy Hackman - Head of Community Organising, Human Rights Education, Events and Artist Liaison

Hannah Perry – Chair and Board representative

Ruth Breddal – Vice Chair & Board representaive

Barrie Hay - Country Coordinator representative

Liesbeth Ten Ham - regional reps representative

Sameena Mathieeson – local group representative

Susan Mew – trainer and local group representative

Ade Couper– trainer and local group representative

Catherine Dumbill - youth representative

Malcolm Dingwall-Smith – local group representative & AMSC rep to the GTF

Rachel Statham- student representative (intermittent due to Action for Change coinciding)

**Apologies:**

Sophie Chambers - student representative

Hannah Shaw (co-ordinating Action for Change)

Katy Fattuhi

1. **INTRODUCTIONS**
   1. **Apologies**

The AMSC received apologies from Sophie Chambers, Katy Fattuhi and Hannah Shaw

* 1. **Welcome & Introductions**

The Chair welcomed everyone to the meeting and introductions were held.

* 1. **Expenses and expenses policy**

The Chair asked for any expenses receipts and forms to be provided to her for approval. If approved, these would then be administered by Andy Hackman and reimbursements would follow. An updated expenses policy for members of sub-committees and the Board, which outlines the guidelines for Amnesty UK expenses, will be circulated via email after the meeting.

1. **PREVIOUS MEETING**
   1. **AMSC objectives**

The Chair brought the objectives for the AMSC for February- July 2014 to the attention of the meeting. For the minutes, please note that these objectives had been circulated following the last AMSC meeting in January and had since been reviewed and agreed by the committee via email prior to this meeting. The objectives can be seen in the Appendix of these minutes. The Chair reminded attendees that these would be worked-on outside of this official meeting and that reports would be required to append to the minutes including updates on the members’ progress.

* 1. **AMSC January meeting minutes**

The Chair has received one requested amendment to the minutes for the last AMSC meeting in January:

* Update attendees list to ensure accuracy

The AMSC have agreed these minutes again via email.

1. **ACTIVISTS’ UPDATES**

The Chair requested updates from the members and recent activist meetings they had attended and any matters of interest for the AMSC/ the wider activist base which had arisen.

* 1. **Country Coordinators’ update**

Update led by Barrie Hay

The country coordinators steering committee last met on the same day as the AMSC, 25 January:

* They participated in the sex workers’ consultation together with the AMSC
* Received an updated from the Case Management Group
* Received an update and discussed the new Campaigns Calendar with Champa Patel, the new Head of Priority Campaigning for Amnesty UK
* Clarification sought from Karen Middleton on additional staff resources for Individuals at Risk cases
* Martin Lunnon, LBGTI campaigner, explained the network’s function. Other networks will be invited to future steering group meetings
* Requested six stalls for their network at the AGM – Barrie Hay was unsure if Hugh (the action owner) had received confirmation
* Have filled a number of gaps for country coordinators over the last two months, particularly in the Former Soviet Union team
* The results of the annual survey of country coordinators will be provided in a detailed report together with a summary
* The staff post supporting country coordinators in the Community Organising team has been filled by Jeni Dixon, former country coordinator for Syria
* CCs involved with the 5 priority countries experiencing difficulty arranging a day conference at HRAC for the Torture campaign
  1. **Youth Advisory Group (YAG)**

Update led by Catherine Dumbill whoalerted the AMSC that she is no longer in touch with the YAG now that she has left the group.

* 1. **Student Action Network (STAN)**

Update typically led by Rachel Statham and/or Sophie Chambers however both student representatives were unable to attend this meeting due to it coinciding with Action for Change – one of the annual student conferences. Updates were provided via email following the meeting:

* The STAN committee has been focusing on plans for Action for Change (28th Feb – 1st March) as an activism boot-camp for student activists. The weekend was built around:
  + Skills-oriented workshops including successful political lobbying, how to run an effective group and how to keep up activism after graduation
  + Campaign-specific panel discussions including Stop Torture, humanitarian aid to Syrian confilict zones (for the With Syria campaign)
  + A three-part action consisting of an in-door candle light vigil, a banner drop photo action and a petitioning competition.
  + A Ice and Fire theatre group for a performance of ‘Even if we lose our lives’ – a play featuring the testimonies of three Afgha women fighting for peace and protection of women’s rights in Afghanistan. The piece was thought to be an effective campaign tool for local groups – especially those that might be experiencing ‘activist fatigue’ around the Afghanistan campaign
  + Feedback for the conference was very positive and the whole weekend was felt to be productive and inspiring for those involved.
* Vigils for Syria will be held across the world on 15th March to mark the 3-year anniversary of the Syrian uprising – more information at [www.with-syria.org](http://www.with-syria.org)
* The Student Network nominated Tom Sparks, a current member of the STAN, to the Board of AIUK. He is elected to the networks’ seat starting in June
* STAN have been working on promoting the opportunity of School Speaker training and Country Coordinator opportunities to the Student Action Network, as well as running regional London and Scotland student conferences.
* STAN continues to work on student group development, campaign support, fundraising, graduate retention, and global link-up.
* The Community Organiser post for students has also recently been filled
  1. **Regional reps**

Update led by Liesbeth Ten Ham and input from other members of the AMSC who had attended regional conferences since the last meeting

* + 1. **Absence of the groups planning pack in January**
* Groups had been disappointed not to receive the group planning pack in January. An email to alert groups to when the planning pack might arrive had also not been sent in its absence. It was highlighted that groups heavily depend on this planning pack in order to plan their year and therefore are at a loss for the period before it arrives. It was highlighted that the date of January is not necessarily important – this is simply when groups have become accustomed to expect at and therefore base their planning around it. Had they been alerted that it would not arrive then alternative arrangements could have been made.
* Kerry Moscogiuri apologised for this and explained that this was likely due to the recent changes within Amnesty UK. She did not however think this excused the absence of an email to alert for the planning packs delay and again apologised for this.
* Liesbeth Ten Ham highlighted that she had been informed that planning pack was now in its draft form and would be due to go out very soon.
  + 1. **Regional conferences**
* A high number of regional conferences had been cancelled due to organisational problems such as severe weather including:
  + North West regional conference
  + South regional conference
* Both the South East and Oxford regional conferences have taken place
* East Anglia regional conference will take place 8 March, South West on 22 March
* The absence of workshops at regional conferences was noted because of the lack of content and trainers to draw on by regional reps.This underlined the demand for support for the trainers’ network and for the new priority campaigns.
* The Chair asked that the regional reps provide a report to the next AMSC meeting summarising their assessment of the success of the regional conferences and what kind of/ if the regional reps would like any additional support when planning and running their regional conference
* The regional reps will be meeting on 15th March 2014
  1. **Trainers update**

The trainers update was led by Andy Hackman, and input was provided by trainers on the AMSC, Ade Couper and Susan Mew.

* The Community Organiser for Adult Training has recently been appointed and will start at Amnesty UK in late March
* Anne MarieD’Souza, Head of Human Rights Education, is leading the development of the strategy for trainers. The development of this strategy begins with a survey to the Amnesty UK trainers’ network. Trainers should have received an email alerting them to this survey.
* Susan Mew and Ade Couper both highlighted that they had not received this email and therefore raised their concern that the current mailing list for trainers was not up to date in Mascot.
* Susan Mew and Ade Couper offered to advise on this survey should this be helpful, prior to its circulation. They also suggested alerting trainers about it through the google group for trainers and any other informal channels to help update the Mascot mailing list.
* Kerry Moscogiuri and Andy Hackman will investigate the current trainers’ mailing list and request that trainers who have not received this email, please contact the Supporter Care team.
  1. **Governance Task Force (GTF) update**

Malcolm Dingwall-Smith led the update.

* An interim report from the GTF is available for circulation
* The GTF has made a number of recommendations to the Board already but will also be asking the AGM to extend its timeline to July 2015 to enable it to cover its scope.
  1. **Board update**

The Board update to the AMSC was led by Hannah Perry.

* The Board will be meeting on 15 March and will be discussing the campaigns calendar and the strategic goals consultation. Board members will therefore require the AMSC’s recommendations on both items for this meeting.
* Board members have recently approved the AGM implementation report and Board Background Notes to support the resolutions for the 2014 AGM.
* The Board have submitted three resolutions to the AGM as part of the sex workers consultation. This provides three different options for members to choose from that are mutually exclusive and includes a “no policy option”. The approach to this was discussed at the last Board meeting and was informed by the feedback from the IISC and AMSC at their 25 January meeting.
  1. **Ad hoc activist feedback and queries**
     1. **The role of group fundraising**
* One member of the AMSC highlighted that her group had been at a loss for what to focus their activities on at the moment and their numbers had been dwindling as a result. She emphasised the need for members to receive updates on something they could get their teeth into as soon as possible. Her group had been put off fundraising because they learnt from the Treasurer’s report that groups’ fundraising only contributed 1% to the overall Amnesty UK budget.
* Kerry Moscogiuri ( former Head of Fundraising) emphasised that activist group fundraising was vital to the work of Amnesty UK and encouraged groups to continue fundraising as much as they are able.
  + 1. **Arrest of Moazzam Begg**
* A member of the AMSC asked if the recent arrest of Moazzam Begg, former prisoner of Guantanamo Bay, was likely to spark media attention for Amnesty UK
* Kerry Moscogiuri said that there is potential for Begg’s arrest to spark media attention for Amnesty UK and that her team were monitoring the situation and prepared for a range of outcomes. The Board is being kept up to date on the situation and AMSC will be informed should the current situation change and their advice is needed with communications to the activist base.
  1. **Actions based on activist updates**
* Barrie Hay to provide an update to the AMSC on the results of the country coordinators’ survey
* Kerry Moscogiuri to ensure 6 stalls are being set-up for the country coordinators at the AGM
* Andy Hackman and Catherine Dumbhill to speak with Anne Montague, Community Organiser for youth activists, about how to ensure the youth representative maintains a line of communication with youth activists and YAG
* Andy Hackman to investigate the progress of the groups planning pack and confirm with the Chair of the Regional Reps when this was due to go out.
* Liesbeth Ten Ham to provide a summary report from the regional reps evaluating the recent regional conferences and identifying if (and if so what kind) they could be supported in any way for next year
* Malcolm Dingwall-Smith to circulate the interim report for the GTF to AMSC members for wider circulation to interested members
* Andy Hackman will investigate the current trainers mailing list
* AMSC members to advise any trainers they can reach via their respective activist networks to get in touch with the Supporter Care team and ensure their details as a trainer are registered in Mascot.
* Hannah Perry to advise Cris Burson Thomas, Treasurer, to remind groups of their important role in fundraising at this year’s AGM

1. **APPROACH TO CAMPAIGNING STRATEGY AND CAMPAIGNING CALENDAR REVIEW**
   1. **Supporting strategy papers:**
      1. Amnesty UK Common Approach to Campaigning – a guide for campaign managers when designing their strategies for their respective campaign
      2. Campaigns Calendar – a calendar that draws together the key dates for the campaigns throughout the year
      3. Draft Women in Afghanistan Priority Campaign strategy paper
      4. Draft Stop Torture Priority Campaign strategy paper
      5. Draft Syria Crisis Campaign strategy paper
   2. **Introduction**

Kerry Moscogiuri introduced the papers stating that these are currently in draft form and therefore confidential. She requested AMSC’s input into the development of these strategies to ensure that we are maximising the skills of activists and therefore the impact of activism as far as possible.

* 1. **Declaration of interest**

One member of the AMSC declared their interest in a specific area noted in one of the strategic papers for the knowledge of the committee.

* 1. **Feedback**
     1. **General**
* The AMSC found the approach to campaigning paper easy to follow and were particularly pleased to see the section that requested campaign managers to specify why Amnesty in particular should be working on this campaign i.e. what was the unique benefit Amnesty would bring.
* My Body, My Rights, whilst being a global campaign, has not been developed into a priority campaign for Amnesty UK so far. Amnesty UK has two priority campaigns at any one time. Stop Torture, the second global campaign, was more developed for host sections to take on and this was therefore chosen as one of the priority campaigns together with Women in Afghanistan.
  + 1. **Role of activists in advocacy**
* Several members of the AMSC commented on the central role of lobbying in the campaign papers. It was highlighted that each group will be being asked to pursue lobbying in a different way – depending on their constituency and that needs to be accounted for in the plans for advocacy. Each group needs to be able to have an extended dialogue with their MP and one that is sensitive to that specific MP – some of which are already likely to have been engaged and committed on a number of other issues. It is pointless for Amnesty groups to target MPs who are already sympathetic. Furthermore, once a response has been received from an MP, potentially pushing back on some areas or agreeing with others, groups need to have advice on where next to take the campaign. This is so that both the MP and the group does not get frustrated with the process and not knowing what the end goal might be should obstacles appear on route.
* Please see corresponding recommendation in 4.6
  + 1. **The wider use of the approach to campaigning and campaigns calendar papers**
* Several members of the AMSC commented that the approach to campaigning paper could be developed into a tool for activists so that they understand their role in advancing the goals of Amnesty UK.
* Several members of the AMSC also highlighted that the campaigns calendar would be a very useful tool for groups in recruiting members and planning their year as a whole. It need not be a fixed paper handed out at the beginning of the year which would then be subject to change but could be an online tool on the website that would then allow groups to print from it for a more up to date version.
* Please see corresponding recommendation in 4.6
  + 1. **Links to historical campaigns and/or other non-AI campaigns**
* One AMSC member commented via email that they were not clear on how the new strategies linked and built on older campaigns. Was a new strategy paper an update/ refresh or a whole new strategy?
* One AMSC member also commented that it was not consistently clear how each campaign would link/ fit with similar campaigns led by other organisations such as Oxfam. It would be helpful to have this scope detailed within the strategy also.
* Please see corresponding recommendation in 4.6
  + 1. **Role of country coordinators in the country-specific campaigning**
* The country coordinator representative noted that there is a great opportunity for country coordinators to support the country focuses in the Stop Torture campaign. He highlighted that the country coordinators are eager to begin planning towards this and would like to know when this will be possible.
* See corresponding action in 4.5
  + 1. **Role of project groups on campaigns**
* Kerry Moscogiuri highlighted that cross-organisation project groups are formed for each campaign to ensure that there is a shared knowledge and focus across the organisation for each campaign. This approach had been identified as being particularly effective by the Arms Trade Treaty campaign evaluation.
* The AMSC asked to what extent activists could be involved or updated on the work of project groups either through a member of the community organising team or potentially a corresponding point of contact on the AMSC.
* See corresponding action in 4.5
  + 1. **Evaluation and monitoring of the campaign**
* One member of the AMSC asked how the role/ impact of activists would be measured as part of the campaign and how this could be fed back to activists as this was not clear in the current approach to campaigning measurement.
* See recommendation 4.6
  + 1. **Role of partners in a campaign**
* One AMSC member highlighted the benefit of having the partners for each campaign highlighted up front and asked if this information could be readily shared with groups. The benefit of groups knowing who they can and can’t work with will further their impact in their local campaigning and ensure that they do not become involved with organisations that had been specifically identified as going against the goals of the campaign.
* See corresponding recommendation in 4.6
  + 1. **Approach to risk**
* One AMSC member commented via email that it would be helpful to extend the risk assessment to involve the risks posed to/ from activists. This would demonstrate a more developed risk assessment that would factor in all stakeholders in the campaign and spark strategies for mitigating these risks
  1. **Actions**
* Andy Hackman to update Barrie Hay on the timelines for country coordinator involvement in the Stop Torture campaign
* Kerry Moscogiuri to investigate how activists could be involved, if at all, in the project group work on each campaign.
  1. **Recommendations**
* AMSC recommended that where advocacy plays a key role in a campaign, groups are provided more sophisticated guidance when targeting their MP for a specific campaign than has been available previously. This will enable them to develop a dialogue with their MP with greater overall impact for the campaign.
* AMSC recommended that the Community Organising team look into how the approach to campaigning and campaigns calendar papers could be developed into tools for groups either online or through a workshop
* AMSC recommended that activists are informed of who they can and can’t partner with in their local campaigning based on the detail stipulated in the campaign strategy paper. This would minimise the risk of groups working with organisations that had not been identified as partners and also enable them to partner and add strength to their voice locally with those organisations already identified.
* AMSC recommended that there is a mechanism for monitoring and evaluating the impact of activists as part of a campaign and a process for feeding this impact back to those activists – including via the AMSC reports.
* AMSC recommended that a section is added to the approach to campaigning paper to enable campaign managers to discuss how their campaign will build and/or link to earlier AIUK campaigns and/or work previously
* AMSC recommended that the risk assessment is further developed to allow for risks to/ for activists and to advise on how these would be mitigated
* AMSC recommended that the fundraising component of the Women in Afghanistan campaign is clarified as at the moment it is not clear if this campaign is meant as a tool for fundraising or not
  1. **Final paper to the Board**

The Chair asked all AMSC members to submit their final written feedback via email by Wednesday 5th March in order that she can provide a draft summary paper for the Board meeting on 15 March.

1. **STRATEGIC GOALS CONSULTATION**
   1. **Introduction to the strategic goals consultation**

Tim Hancock, Director of the CEO’s office, introduced the strategic goals consultation to the combined IISC and AMSC attendees:

* The Board will need to receive feedback in response to the following questions (designed by the International Secretariat to support the consultation).
* *What should Amnesty International focus on in 2016-2019? We welcome your suggestions about themes, issues, approaches or even a draft goal. Consider how Amnesty International can best ‘add value’ and achieve the most impact bearing in mind our new global model.*
* *What is the rationale for your suggestions above? If there is evidence to support your views (e.g. forecasts, studies, surveys, feedback from stakeholders), we encourage you to supply this or point us to any relevant evidence.*
* *What areas of human rights work should Amnesty International leave to other actors, de-prioritise or work on differently in 2016-2019? This is a difficult question but one that everyone agrees we need to get better at discussing.*
* The AMSC and IISC was asked to recommend an approach to this consultation and in particular:
  + Who should be consulted and at what stage in the consultation?
  + What format should that consultation take?
  + Who should lead/ oversee the consultation from the IISC/ AMSC?
* Feedback in answer to these questions can be found in Paper 2 – supporting these minutes – which will be provided to the Board for their meeting on 15 March.

1. **NEXT AMSC MEETINGS**
   1. AGM Saturday 12th and 13th April
   2. Saturday 28th June meeting

**PAPER 1: FEBRUARY – JULY 2014 AMSC OBJECTIVES**

(Email circulated February 13th 2014)

**Objective 1: Have met and built a strong relationship with the following new staff teams (x4):**

* Community organising, human rights education, artist liaison and events team
* Priority campaigns team
* Digital team
* Media team

**Objective 2: Have enabled each of the new teams to build a strong understanding of the activist base, the roles within it etc**

**Objective 3: To provide the collateral and tools needed for an effective AMSC committee beginning July 2014.**

**Action 1: Revise and update AMSC collateral and then ensure collateral is implemented**

Owner: Hannah Perry

Group members: Kerry Moscogiuri, Malcolm Dingwall-Smith, Andy Hackman, Ruth Breddal, Hannah Shaw

Description: Clarity must reign for us all. We want to provide the following for review in our March meeting.

* Terms of reference for the AMSC
* Role of an AMSC member
* Composition of the AMSC i.e. who members should be and how members are appointed
* Description (and ideally ‘organagram’) of relationships between AMSC and other activist structures (Regional Reps, Country Coordinators, Networks, STAN, YAG etc)
* Checklist of what papers should and should not come to the AMSC
* AMSC meeting annual planner i.e. timetable for year and for each meeting

**Action 2: Finalise the AMSC quarterly report content**

Owner: Andy Hackman

Group members: Kerry Moscogiuri, Hannah Perry, Hannah Shaw

Description: Andy Hackman will be bringing the first version of the AMSC quarterly report to our March meeting. This will include either what we have at this stage OR a plan for building what we need:

* Snapshot summary across our own objectives e.g. activist burn-out, group dynamics, support for struggling groups
* Amnesty’s brand perception in the public (at this stage it is likely to be a rough plan for how AIUK will commission an agency to run this on an annual basis to input into this report. He will need to work on this with Suzie Daniels and Kerry Moscogiuri to ensure it meets the needs of all relevant department heads)
* Amnesty’s media data  - how did we do in the media that quarter
* Amnesty’s digital data – how did we do online in that quarter (biggest hits on the website, our reach on social media etc)
* Amnesty’s campaign planning/ progress/ evaluation – an update on each of our campaigns
* Amnesty’s activists – this is the data we discussed in greatest detail at our last meeting. This will be greatly supported by the output of annual activist health survey

**Action 3: Finalise the AMSC AGM report content**

Owner: Andy Hackman

Group members: Kerry Moscogiuri, Hannah Perry, Ruth Breddal, Hannah Shaw

Description: Andy Hackman will pull this report together (largely drawing on above structure) and work with Hannah Perry on how we present it. We have a 10-15minute slot booked at the AGM for this.

**Action 4: Design the annual activism survey to measure health of activists and work with staff to field this and analyse the data**

Owner: Hannah Shaw

Members: Barrie Hay, Liesbeth Ten Ham, Hannah Perry, Sophie Chambers, Catherine Dumbhill

Description: Hannah Shaw is co-ordinating this and will be seeking our support to ensure the design meets our needs.

**Action 5: Support planning of AGM overall**

Group members: Ade Couper

Description: Ruth Breddal and Ade Couper are attending AGM planning meetings and will be feeding back to the AMSC on progress

**Action 6: Coordinate our AGM stall**

Owner: Ade Couper

Group members: Ruth Breddal

Description: Ensure AMSC stall is prepped for the AGM and staffed throughout the AGM

**Action 8: Support AGM workshops on sex workers consultation and strategic goals consultation**

Description: Hannah P working out exactly how we can input here

**PAPER 2: APPROACH TO STRATEGIC GOALS CONSULTATION**

**Discussion and recommendations of IISC and AMSC on 1st March**

1. BACKGROUND

[ insert background]

1. **DISCUSSION**
   1. **Who should be consulted and at what stage in the consultation at each phase?**
      1. **March – May 2014: first phase of consultation gauging ideas**

* All members need to be provided with the opportunity to feed into this consultation in the first phase.
* Specialist advice is needed on top of feedback from members – but not to inform members on their decisions, rather to support the Board’s response to the consultation
* A public opinion poll to gauge the most important issues to the wider public was also suggested to inform the decision prior to May
  + 1. **August – October 2014: second phase when proposals are offered**
* Members did not discuss this element in detail
  + 1. **January – May 2015: final phase when second round of proposals offered**
* Members suggested using the AGM as the final say at this stage
  1. **Other things to consider when deciding who to consult**
* Need to consider how to ensure advocacy groups do not skew the consultation
* Need to consider how to involve those members who donate but may not be involved in local groups etc – a random sample for telephone interviewing was suggested here
  1. **What format should that consultation take?**
     1. **Internal approach - combination of:**
     + A paper survey for (youth, student and local) groups to discuss and send back their responses
     + An online survey for any individual members
     + A handful of specific regional meetings to enable any members to discuss the issues and respond to the consultation after that
     + The AGM
     1. **External approach - discussed the benefits and risks of using an external agency**
     + Benefit of meeting tight deadlines
     + Benefit of ensuring it is handled robustly and we gain the nuance of the responses
     + Risk of cost
     + Risk of respondent confusion when being contacted by an external agency
  2. **Other things to consider when deciding the format**
* Need to manage the expectations of the respondents so that they do not feel their vote is the final decision
* Need to ensure we use existing channels for reaching out to members e.g. group mailing (especially if using an agency)
* We need to understand the drivers behind the choices/ views of the members so that we can interpret how to respond to the different discussions at the ICM
* Concern about timelines and how this could be achieved in a way that doesn’t take up too much staff time whilst also ensuring the process is robust and effective with members and for the final result
  1. **Who should lead/ oversee the consultation from the IISC/ AMSC?**
* Discussed small project team with representatives from each
* Discussed role of an agency

1. **Recommendations**

* Seek to engage all members in consultation in first phase
* Ensure that we sample the opinion of financial supporters
* Ensure that a format is used that meets the needs of all members
* Consider timelines when deciding on format
* If using an external agency, ensure the cost is acceptable to members and existing communication channels with members are used i.e. the intersection with members is clear
* Ensure the drivers behind responses are understood to inform long-term decision making rather than gaining a quick answer
* Ensure the format is simple for members to understand to encourage participation
* Use the AGM at the final phase
* Draw on specialist human rights expert advice
* Ensure staff opinion is also included
* Consider drawing on a public opinion poll