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MINIMUM STANDARDS

for Project Development
under the Strategic Goals



Taking Project Development Personally

#1

CLEAR AND RELEVANT PROBLEM STATEMENT

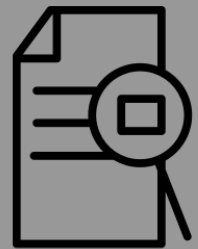
Are you clearly identifying the problem that you are trying to address and its underlying causes and drivers? Including:

What is the specific problem you are trying to address? Can you articulate it in a short sentence?

How does the problem affect people in different ways according to their gender and other relevant aspects of their identity (e.g. sexual orientation, ethnicity, age, socio-economic status etc.)? How does it affect people who are discriminated against in more than one way?

Underlying drivers might include but are not limited to:

- o The narratives through which different actors frame public opinion and public policy about the problem in politics and the media;
- o Social norms and attitudes that shape or reinforce the violations
- o Role of state and non-state actors; and
- o Geopolitical interests, corporate interests and power dynamics

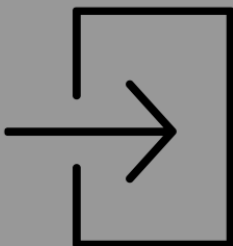


#2

STRATEGIC APPROACH

Are you identifying a clear rationale for this work and the best entry point for AI to help create change?

Based on your analysis of the problem, of other relevant actors or initiatives, and of wider trends, where can AI offer the best added value to the effort to affect change? Why this particular project? Why Amnesty International? Why now?



REALISTIC OBJECTIVES

Are your objectives clear, and do they properly balance ambition and realism?

The objectives of your project should fit within a longer-term strategy to address the problem, and the wider trends to which the problem connects.

- Your objectives should express change that the project can realistically achieve, or negative change it can prevent, by the end of 2017, while also reflecting Amnesty International's ambitions to grow and to be more impactful
- It should be clear who or what actor (e.g. stakeholder, target, etc.) the objectives refer to, and how their achievement (or not) could be observed.

It should be clear what specific concerns of different groups, including the most discriminated against, your project will address.



#3



#4

ROBUST INFLUENCING STRATEGY

Are you articulating a clear and concise Theory of Change that explains how your interventions will achieve these Objectives?

Your Theory of Change should explain as simply and concisely as possible why the planned interventions can influence these categories of actors, how and why this would lead to the achievement of the Objectives you set.

CLEAR PROGRESS MAKERS

Do you know who (within Amnesty and externally) you will seek to influence through your project, when and how? Have you used this to identify what will be signs of progress (i.e. indicators) towards the change you want to see? How often and how will you review your strategy to see if you need to make adjustments to your approach?

At Amnesty, our project work will achieve its Objectives by influencing the behaviour of a constellation of actors:

- o State authorities (local/national) and non-state actors
- o Civil Society Organisations/Human Rights Defenders/Rights Holders/Communities
- o International bodies
- o Media
- o Public/audiences (including Amnesty's current and future activists)

To map progress in the impact you have on these actors, define what change you (a) expect to see; (b) would like to see; and, (c) would love to see from each of the key actors as a result of your interventions. These can be changes in their behaviour, attitudes, involvement, actions. These will be your progress markers (i.e. indicators). Be as specific as possible about what you would expect/like/love to see so that your indicators are measurable/observable. See the Briefing for Project Development for examples and SEU Wiki.

#5



**#6**

DEFINED STEPS, ACTIVITIES AND OUTPUTS

What are the key outputs that your project will deliver? How often and how you will review those to see if you need to make adjustments to your interventions (outputs and activities)?

GROWTH AND ENGAGEMENT STRATEGY

Are you identifying the opportunities that this project will represent for growth in paying members and activism? Have you carefully considered if your project has the potential to motivate large numbers of people and inspire them to mobilise, join and give to Amnesty? If yes, how you will make the most of these opportunities?

When thinking about engagement, please consider...

- o Relationships with existing supporters and communities (reaching out to new ones)
- o Ways to enable more effective activism
- o Active Participation: Activists, partners, rights-holders and human rights defenders should be at the heart of our projects at all levels

**#7****#8**

RELEVANT AND INTEGRATED TEAMS

Do you have a carefully developed and integrated project team composition? Are you engaging with all who need be involved internally within the IS and in sections, structures and entities within the movement, and externally among partners, rights-holders, both for planning, reviewing and coordination purposes?

ADEQUATE RESOURCES

Are you securing the resources that are required to deliver this project?

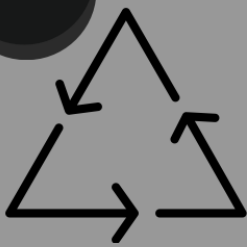

When thinking about resources, please try to consider this in the broader sense (i.e. think not just about what money you have available, but about value for money, people, skills and experience, partners and relationships.) For example:

- o Money: Are there ways of achieving the same outcomes by spending less or engaging others (partners, funders, other AI teams?); Is your budget realistic (i.e. based on actual costs or quotes) and sound (i.e. thinking in terms of value for money?)
- o People, skills and experience who will be available to work on the different aspects of the project? (Sections; AI teams?); Do the key people have the right skills and experience? If not, can you train them or get other people involved?; Do you have access to other people who can help (e.g. from partner organisations, communities, other INGOs, volunteers etc.)
- o Partners and relationships: What relationships do you, your staff, other AI teams, or sections have which could be strategic for the interventions you are planning?

**#9****#10**

LEARNING STRATEGY

What kind of lessons about how human rights change happens do you think your project could provide to the movement? What, if anything, will your project aim to do differently (new approaches methodologies)?





BRIEFING FOR PROJECT DEVELOPMENT

Detailed Planning and project development involves convening the right internal and external stakeholders to develop a theory of change for the project. This briefing intends to expand further our understanding on what we mean by:

Theory of Change

Influencing Strategy and Indicators



Links to minimum standards for project development 4 and 5

Project Delivery framework



Links to minimum standards for project development 6 and 8

What do we mean by a theory of change, what is it and how to develop a good one?

The theory of change will demonstrate how the change will happen, and will be the base for planning strategic and impact-oriented interventions (activities and outputs), who they will target, as well as for reviewing and evaluating your project later on.

Question to be answered: What needs to happen to create this change, to and with whom? What are the critical steps and milestones in the change process?

Key Guidelines



Participation makes you stronger: A theory of change done in a participatory manner is a richer theory of change because it brings together varied perspectives on how change can be achieved and allows you to test your assumptions. It also brings together different expertise on tactics and strategies for human rights change.

This means that all relevant AI stakeholders (IS, national offices and sections staff) need to be involved in the thinking process (at the appropriate level). Similarly where possible or relevant, partners and rights holders should also be involved (where possible and applicable) in developing or getting feedback on the theory of change.



Learning makes you stronger too: What have we learned about what works and doesn't work from our previous projects on this or similar problems? Ask yourself: what were AI's assumptions about how to make change happen and were those validated by reality? To find this out you can reflect with colleagues, or consult previous project documents (Projects Database, project evaluations, project briefings and analysis produced by project teams).



Use as your base a strong situation analysis of the problem: Given the manifestations of the problem and its underlying drivers, what are the levels at which change is needed? What is the best entry point for creating change? What is a priority and why?



First changes, then activities: Try to refrain from listing the activities AI will do. Instead start from the change the project needs to achieve and move backwards by thinking: Which actors need to change their behaviour, attitudes, actions etc. to enable this change to happen? What would influence them to do so?



Your theory of change should tell a story of how change will happen for the problem at hand, not say what AI will do.

How to create a good Theory of Change? 4 EASY STEPS

1. THE PROBLEM

Start by clarifying the problem you want to address. This should be a robust situation analysis of the problem, its underlying drivers, and its consequences on different groups (see tools here).

2. THE PATH

Work outwards from your problem definition, and towards your long-term impact. What changes need to happen and at which levels (local, national, global or policy, law, practice, discourses)? Which actors (decision makers, communities, media etc.) need to change their behaviour, attitudes, actions etc. to enable this change to happen? What would influence them to do so? This creates your path to change (see examples here).

3. THE ASSUMPTION

What are the assumptions you are making about how change happens? (for example focusing on legal change assuming this will bring change in people's lives or focusing on mainstream media assuming they are the key influencer of actor X). Spell them out clearly; are you comfortable with these assumptions? Is there any evidence to back them up? Now revisit the path to change.

4. THE ENTRY POINT FOR AI

Decide what the role for AI is in this change process. Take into account AI's strengths and what other actors are doing for the problem, what strategy should AI take? Which actors will AI try to influence, how and to what end? Think of the practical strategy that AI will take to achieve change – this is the beginning for your influencing strategy.

What do we mean by influencing strategy and progress markers and how to do it?

It is in the nature of our work that, due to circumstances outside of our control, if we are being as ambitious as we need to be as a global human rights movement, we cannot always guarantee the achievement of our objectives. It is therefore important that we map clearly what the outcomes of our work will be, that our activities and our outputs are working towards. These outcomes will be expressed as changes in the actors we will try to influence through our activities and outputs.

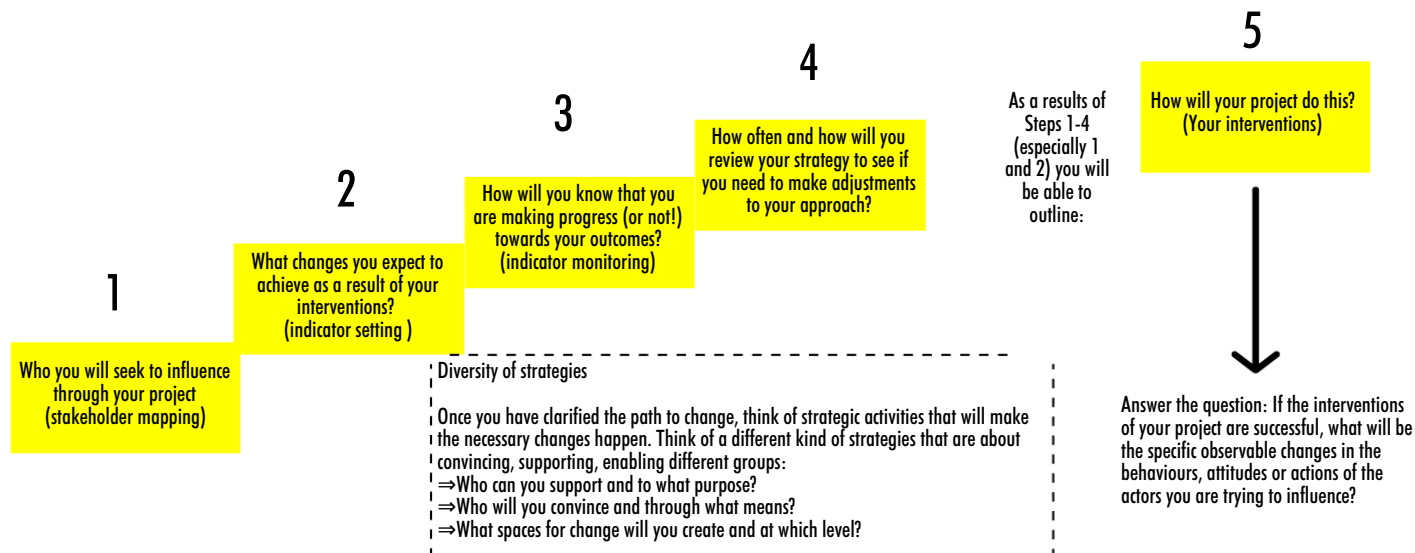
This is our influencing strategy because at Amnesty, most of our projects will achieve their Objectives and affect change by influencing those that have influence on the actors that violate human rights, or the actors that allow human rights violations to happen. This is why it is so crucial to have clarity on:

⇒ Who are the actors who have influence over human rights violations or violators; and

⇒ What specific types of change will you seek (e.g. in their behaviour, actions, statements, attitudes, engagement, or empowerment).

It is important then to record these clearly as progress markers (or indicators) so we have a clear framework against which we can evaluate progress, and make adjustments if necessary when we review our strategy throughout the project's cycle. This also makes the connection between our activities, our outputs and our objectives transparent

How to create a good Influencing strategy for your project? 5 EASY STEPS



FOR EXAMPLE

- "At least 50% of women community members of community X [the specific stakeholder identified], become members of the local Human Rights Defenders network [the anticipated benefit on the stakeholder]."
- "The Governor of Province X [the specific stakeholder identified], will initiate a forum for consultation with civil society [the anticipated progress on particular issue]
- "The UN X committee [the specific stakeholder identified], will issue strong recommendations in relation to protecting Human Rights Defenders [the anticipated progress on particular issue]. These recommendations will include, at least the following:
 - o Recommendation A
 - o Recommendation B
 - o Recommendation C"

Note that the second part of the sentence is specifying how positive progress will look in this project (or in some cases how slower negative change will look). In other words, try to articulate what the observable change in actors will be and avoid statements like 'there will be increased engagement'. If increased engagement means that the actor attends more meetings, responds publically or privately to Amnesty requests or statements, or some other action, then these actions that demonstrate the change are what you should say. This statement should spell this out as clearly as possible; it can therefore include several components.





1-2-3-4-5 are the key components of the Monitoring and Evaluation framework of your project

How to set up your progress markers (Indicators): 3 EASY STEPS: EXPECT- LIKE – LOVE

Taking your theory of change as a starting point, for each actor you seek to influence, think about what are potential indicators of success. These will form the basis of your monitoring and evaluation framework. Try to be realistic (in terms of time and resources required) about what you can measure accurately or monitor.

We encourage you to frame your progress markers in terms of what we would EXPECT, LIKE and LOVE to see happening.

What do you EXPECT to see as a result of your interventions	→	
What would you LIKE to see as a result of your interventions	→	
What would you LOVE to see as a result of your interventions	→	

What you EXPECT to see should be broadly within the control of the project, represent the minimum results for the project to have been a success in this area

What you would LIKE and LOVE to see will reflect results that are progressively more difficult to guarantee, with what you would LOVE to see close to 'best-case' scenario

With more time and work you are more likely to progress up this scale. Depending on the ambition of your project, the journey to successful achievement of your objectives will include a combination of what you would 'like' and 'love' to see with different stakeholders.

To use the previous examples along an EXPECT-LIKE-LOVE scale:



EXPECT

"At least 50% of women community members of community X [the specific stakeholder identified], become members of the local Human Rights Defenders network [the anticipated benefit on the stakeholder], as a result of our network building activities."



LIKE

"The UN ECOSOC committee [the specific stakeholder identified], will issue strong recommendations in relation to [the anticipated progress on particular issue], as a result of our international advocacy efforts."



LOVE

"The Governor of Province X [the specific stakeholder identified], will initiate a forum for consultation with civil society [the anticipated progress on particular issue], as a result of our efforts to create networks, media and advocacy pressure."

EXPECT - LIKE - LOVE - APPROACH

Be prepared to change direction if you are not getting anywhere.

You can't always predict what will happen and you may need to be able to change strategy fast. Thinking about it in advance will help you to react quickly!



Remember you can use this approach for each of your stakeholders in the project as shown in the project template



See an example below showing how to do it!

'HUMAN RIGHTS LIVE HERE'- Stop forced evictions in Africa



Timeframe:

1 April 2010 to 31 March 2012.

Overall Project Objective:

A 50 per cent reduction in the illegal practice of forced eviction in the focus countries (5-6 African focus countries where forced evictions are extremely common).

Strategic approach:

The overall strategy was to collaborate with these countries' local interest groups and NGOs to promote the implementation of national legislation, based on the African Human Rights Commission's new guidelines, which will protect slum dwellers from illegal eviction.



Objective 1;

Slum dwellers are enabled to stand up for their rights by investing in residents' associations and NGOs.

Below is an example of an influencing framework, based on one stakeholder ('slum-dwellers'/local residents/rights-holders), of this project.

EXPECT TO SEE

LIKE TO SEE

LOVE TO SEE

Feel supported by activists in the West, aware that they are assisted by an international campaign, and remain involved in residents associations and other CSOs for at least the duration of the project.

Investing in local residents and representatives organisations, demonstrated by the participation of a majority of those residents in at least one AI activity such as:

- leadership trainings
- training on lobbying and activism
- HRE

Successfully establish, with AI assistance, a structure for cooperation in the partnership that ensures that all local interests are represented, and maintaining that structure for at least the duration of the project.

Collaborating with local parties in the organisation of various public actions, such as demonstrations, memorial services, marches, lobby meetings, film screenings expert meetings etc.

Increasing their activism, demonstrated by an increasing number and/or size of such actions over the life of the project.

Sharing lessons and experiences with other communities nationally and internationally to encourage others to enforce their voice evictions-risk situations.

Acquiring new skills for involvement in activism to stop forced evictions, demonstrated by a majority of residents participating including media engagement.

Using those skills, becoming directly involved in generating greater attention from the media, policy makers and local authorities to stop forced evictions.

Demonstrably influencing national policy debates and policy formulation on resource distribution of social housing.

LOCAL RESIDENTS

PROJECT DELIVERY FRAMEWORK AND PROJECT MANAGEMENT TOOLKIT

PROJECT DELIVERY FRAMEWORK



Amnesty carries out many different types of work and projects across the International Secretariat and the movement, which means we cannot standardise to one way of working across all projects, regions and sections.

We have developed four delivery model archetypes, where we consider the roles and relationships between the sections, regional offices and the London office in directing and delivering individual projects.

We are creating a practitioner's guide which will complement other frameworks that are available to staff. The guide sets out the principles of different project delivery models, composition of an ideal team and associated roles and responsibilities.

The guide is not meant to introduce rigidity but rather a common frame of reference. You can use the guide (forthcoming) if you want to understand:



The description of the standard project delivery models and their characteristics



How to pick the right delivery model for your project and the alignment to consider across locations

PROJECT MANAGEMENT TOOLKIT



The Project Management toolkit (forthcoming) is a practical tool which will provide further guidance and information on what types of activities and key templates for the different phases of your project as well as the support you can anticipate. It will include answers to Frequently Asked Questions and real examples of how the processes will work in the future.

Our aim is to ensure that teams on the ground have the support to allow them to set up and plan projects that deliver their objectives in the best possible way.

Ultimately, these frameworks collectively is the first step on the journey to help us maximise our impact where it matters most

MINIMUM STANDARDS CHECKLIST

WHAT TOOLS CAN HELP ME?

<https://intranet.amnesty.org/wiki/x/lAdKB>

1. CLEAR AND RELEVANT PROBLEM STATEMENT

- Problem and Solution Tree analysis + external example
- Stakeholder mapping & analysis
- Power analysis guide + Annex
- Practical issues on applied political economy analysis + problem solving framework
- Quick guide on gender analysis and integration in problem analysis and beyond
- Introducing Active Participation into Project Planning at Amnesty International
- Enabling active participation toolkit
- Campaigns WIKI (with various guidelines)

2. STRATEGIC APPROACH

- Strategic Goals Theories of Change (for rationale behind drivers of problems globally and key entry points for AI)
- Situational analysis (various tools such as SWOT, PEST analysis etc.)
- Strategic effectiveness method

3. REALISTIC OBJECTIVES

- Quick guide on defining project objectives

4. ROBUST INFLUENCING STRATEGY

- See Project Development Brief

5. CLEAR PROGRESS MARKERS

- See Project Development Brief

6. DEFINED STEPS, ACTIVITIES AND OUTPUTS

- See Project Development Brief and SEU wiki

7. GROWTH AND ENGAGEMENT STRATEGY

- Quick Guide on Circles diagram (for external stakeholders)
- Amnesty International guide on... Introducing Active Participation into Project Planning
- Amnesty International Activism Toolkit + Appendix

8. RELEVANT AND INTEGRATED TEAMS

- Project delivery framework and Project management toolkit (forthcoming)

9. ADEQUATE RESOURCES

- Finance templates for budget tracking and forecasting (check with Finance)

10. LEARNING STRATEGY

- Qualitative framework for monitoring, evaluation and learning under the Strategic Goals (Jan 2016)
- Most significant change tool