



EXECUTIVE SUMMARY- AI@50 GLOBAL PROJECT EVALUATION: A GLOBAL MOVEMENT CELEBRATES AMNESTY INTERNATIONAL'S 50TH ANNIVERSARY

INTRODUCTION

This document provides a summary of the final evaluation of Amnesty International's AI@50 project. AI@50 was developed to celebrate the movement's 50th anniversary. The key message of the project was a reminder of how powerful the actions of one individual can be and how much potential there is when many individuals come together globally. What was unique and new about this project was the level to which the project was co-ordinated and unified at the global level through joint ownership, planning, implementation and evaluation between the International Secretariat (IS) and Sections and Structures (s/s). A global project team (GPT) based at the IS worked alongside staff in s/s to plan and deliver the project. In total, 68 s/s participated in the project. The reason for this level of alignment is that AI@50 was inspired by and was a vehicle for 'One Amnesty'. In practice, 'One Amnesty' means connecting the movement's strategies, priorities, competencies and resources for greater impact. As this was a fairly recent concept, since 2007, this project provides an excellent opportunity for learning about how to implement it, where the organisation is currently at and major challenges to achieving it.

EVALUATION METHODOLOGY AND APPROACH

The focus of this evaluation is on learning and improving performance, and an appreciative inquiry methodology was therefore followed. The evaluation was coordinated by the AI@50 GPT with support from the Learning and Impact Unit (LIU), now Strategy and Evaluation Unit (SEU), at the IS and an external consultant. This evaluation mainly draws on the self-assessment and reflections of participating s/s and the GPT and is backed up by data collected at the national and global levels through data management tools.

EVALUATION FINDINGS

KEY SUCCESSES

- Effective **awareness raising** activities included media coverage, development of new partnerships and working with local groups. Of the two global campaign moments, the May 2011 activities (Toast to Freedom) were considered to be extremely successful for awareness-raising through media coverage. The campaign's key messages were present, relevant, consistent and unified. Additionally, the campaign was successful in reaching new audiences (especially young people), an estimated 42.5% of participants in the events were under 25 years. The Art for Amnesty campaign was particularly successful in reaching young people and other people who had no previous knowledge of AI. The data captured through the evaluation processes does not wholly assess whether the campaign was successful in raising awareness in the global south.
- The project achieved its objective of **increased activism**. There is clear evidence of widespread mobilization around the campaign events and almost all s/s (91%) think that the project made a contribution to 'Increased activism'. The project was also successful in reaching new audiences, for

example, the Shine a Light evaluation found that 61% of participants were new supporters. The five existing campaigns were also amplified by the global project through the peak campaigning period. In total 717,105 actions were taken for these five campaigns. The evidence collated under this outcome is slightly limiting and doesn't allow a full analysis of the value added by the global campaign, particularly in terms of increasing activism among specific groups.

- AI@50 was also considered to have **amplified and added value** to each of the global campaign moments and peak activism periods of the five campaigns mainly in terms of global coordination and integration, s/s engagement and participation, profile raising, and effective and innovative tools and tactics. In addition to this, some specific observations about the 'added value' of the project were identified for the individual campaign areas. An impact worth highlighting here is a measurable change in public attitudes in Nicaragua as a result of campaigning on sexual and reproductive rights. The report also identifies areas for improvement, which could have enabled AI@50 to contribute further value to the campaigns. Main challenges

MAIN CHALLENGES

- The **planning and internal management** of the project has been highlighted as one of the most frustrating aspects of the project amongst s/s and staff. Problems identified include; a lack of SMART objectives, delays in the project launch and problems with the project management architecture, which led to some confusion and delays.
- The global project team aimed to get as many s/s engaged with the global project as possible and was extremely successful in securing a **high level of participation**. However, this can obviously strain internal communications, including sharing materials across the movement, exchange of knowledge and skills, the campaign message, support given by the AI@50 project team, level of consultation, feedback and input and data capture. This raises the question of whether the programme of events, online activity and concepts were too ambitious given the coordinating capacity available.

KEY RECOMMENDATIONS

- **Evaluation methodology:** recommendations under this heading propose several ways that the movement can identify what needs to be measured, and how, in order to take a view over the effectiveness and impact of a global project. Recommendations also suggest organizational learning as a focus for evaluative activities.
- **External outcomes:** recommendations in this section propose building on the successes identified in this project, in order to recognize where such large scale, high volume collective action can add value in achieving human rights outcomes. It is also suggested that a risk assessment be undertaken during the planning process to predict and / or adjust for opportunities as well as crises –and that flexibility and resources, on an ongoing basis, - should be built in to global projects.
- **Internal effectiveness:** here, recommendations put forward several means by which to strengthen global project planning, management and alignment within the movement. The movement needs to ensure that global project leaders are supported and developed throughout to deliver projects that require matrix management, as well as collectively deliver the necessary analysis for planning and evaluation, and to move towards greater clarity on, and definitions for, alignment.

NEXT STEPS

This evaluation is a starting point. To ensure that the experiences and learning that have emerged from AI@50 result in direct changes and improvements in the way we work, the following should be undertaken;

- The specific experiences and learning that have emerged from AI@50 should be further explored in a series of workshops with staff involved in this global project. Such inclusive and participatory dissemination and feedback will be a solid step towards ensuring direct changes and improvements to similar work going forward
- AI needs to champion best practice in global decision making. We are suggesting a process for trial specifically for Global Projects and for setting SMART objectives. Future work stream leaders, and all other relevant staff working on Global Projects, should have access to and be informed by the documentation of the AI@50 work stream leaders model.