Amnesty International

Global Strategic Framework (2022 – 2030)

2023 IMPACT AND PROGRESS REPORT

Fulfilling Global Assembly's reporting requirements for the International Board and Coalition Leadership Team and strategy-related Global Assembly decisions 2021/07, 10, 11

AMNESTY INTERNATIONAL

Amnesty International is a global movement of more than 7 million people who campaign for a world where human rights are enjoyed by all.

Our vision is for every person to enjoy all the rights enshrined in the Universal Declaration of Human Rights and other international human rights standards.

We are independent of any government, political ideology, economic interest or religion and are funded mainly by our membership and public donations.

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Cover photo: *Young girl at Torkham border crossing in Nangarhar, Afghanistan.*
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AMNESTY INTERNATIONAL

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1. MESSAGE FROM THE INTERNATIONAL BOARD

For well over a decade, we have witnessed the accelerated breakdown of traditional hierarchies, the decay of old systems, and the destruction of social structures and institutions we used to rely on. There has been widespread distrust globally in institutions, politics and traditional symbols of authority. These themes have been playing out collectively, none more clearly than in the context of the economic climate. The International Board (IB) has pursued with urgency our strategic thinking, agility and impact. It has catalysed and promoted our movement away from outdated systems and new alternative ones, questioning structures, and the organization of our work. As we look around at the accelerated pace of technology, we ask are these technologies elevating humanity or detracting from it? It seems both these things are true. The IB held accountability for and oversight of the Global Strategic Framework, debated on anticipatory and adaptive tools, incorporated age diversity into decision making, and exerted political leadership across the movement in the service of Amnesty's vision.

As this impact and progress report highlights, the 2024 context hangs perilously between change and collapse. Verdicts have been handed down internationally, but they are not a substitute for policy change. This report speaks about where to invest strategically to amplify positive impact and generate value. It articulates a differentiated human value proposition through rigorous methods of data collection and analysis, and by working across silos. In reading this report, we take collective responsibility in ensuring that activities and internal processes are consistent with our stated positions and values.

A single unambiguous aim is the keystone for successful operations. Selection and maintenance of that aim is regarded as the master principle, and for the IB, it requires strict adherence to our four pillars: strategy, culture, governance, and financial equity and sustainability.

A few of the IB's activities since the last Global Assembly (GA) were:

- Approval of a pilot of a movement-wide conflict mediation mechanism
- Proposal of an ambitious LUMEN motion, based on thorough consultation and analysis, accepted by PrepCom. LUMEN is in response to GA Decision 2021/01 of governance reform
- Further progress on and green lighting of the Equitable Distribution of Financing motion that was accepted by PrepCom
- Amplification of our resources and focus on cyber security
- Maintenance of oversight on policy development and approval, and calls for a ceasefire between Israel and Hamas
- Approval of its own sustainability road map thereby reducing our carbon footprint considerably while simultaneously proposing a sustainability motion that was approved by Prep Com. The motion includes principles and welcomes recommendations for implementation to support entities regarding climate plans
- Maintenance of its vigilance to ensure no crisis country is "forgotten".

Led by Secretary General Dr Agnès Callamard, the Coalition Leadership Team and many International Secretariat (IS) teams often did 24-hour shifts during the Hamas attack on 7 October, and the retaliation of Israeli forces in the aftermath. Their responsibilities are incomprehensible until one is in that position. I thank the Secretary General and the IS for their work ethic and ability to pursue iterative processes rather than dogma. I thank the IB for their deep deliberation, decisiveness, dedication and daring, all hallmarks of effective governance.

To the movement: activists throughout history have been persecuted, jailed and assassinated for their work. Many of our heroes today were largely disliked in their time, even if they also had a dedicated following. If those who dislike us are the people in power, people abusing others, or people causing mass destruction, I would consider this dislike of Amnesty as a testament to its character.

DR ANJHULA MYA SINGH BAIS

This report covers the period January-December 2023; Anjhula Mya Singh Bais was Chair of the International Board for this period.

Smoke plumes billow from a fire at a lumber warehouse in Khartoum, Sudan. Civilians have bore the brunt of violent clashes between the Sudanese armed forces and the government paramilitary force. Thousands have been killed, and millions have been displaced. Response from international institutions in protecting the human rights of civilians has been inadequate. © Photo by AFP via Getty Images

2. MESSAGE FROM THE SECRETARY GENERAL

2023 marked the 75th anniversary of the Universal Declaration of Human Rights (UDHR) – a document born of the atrocities of a global conflict and centred on the commitment to "never again". Yet, the UDHR's anniversary came and went amid Israel's onslaught against occupied Gaza, following Hamas's bloody attack on 7 October. It also came as the incessant appetite for fossil fuels threatened current and future generations. It went as corporate actors celebrated the roll-out of unregulated artificial intelligence, trading for profit at the risk of even more human rights violations.

In spite, arguably because, of all this, Amnesty held true to its mission throughout 2023. As this report highlights, Amnesty delivered 1,098 human rights outcomes, offered relief to almost 8,000 individuals, educated millions about human rights and grew its support base. This report tells the story of how Amnesty's unique operational model enabled impact and influenced change even in the worst possible environments. It recounts a story of deep-seated values, smart strategic thinking and shared courage.

I well recall my 2023 mission to Peru. With our Americas Regional Office and Amnesty Peru, we promoted the findings of an Amnesty investigation into repression against widespread protests. Thanks to Amnesty Peru's networks, our delegation was able to work with Indigenous communities targeted for some of the most severe violations. We developed recommendations with them and jointly demanded justice. It was a perfect example of the power of Amnesty's operating model: working locally with and for affected communities to deliver change by integrating the strengths of Amnesty Peru's and the IS' respective niches, expertise and added value.

Even in places where an ongoing Amnesty presence is not possible, IS evidence and research combined with campaigning and advocacy by other Amnesty entities achieved impressive impact. That's how we fought for the rights of women and girls in Iran and Afghanistan, for the poorest communities in the Democratic Republic of the Congo whose rights were sacrificed in a so-called "green transition", and for the rights of the people in Myanmar detained, tortured or bombed.

These successes reflect the importance of our year-long call for attacks against rights to be resisted; for the world order that reproduces historical privileges and injustices to be disrupted; and for global governance to be transformed, through leading for rights.

As I write these words, in the early months of 2024, the world reaps the terrifying consequences of escalating conflicts, rising authoritarian practices and a near breakdown of international law. Against those mounting challenges we must – we will – rise again. We will once more resist, disrupt and transform the practices that would take us all to the abyss. It means we must be future-minded, prepared to tackle the grave human rights outcomes of climate crisis, generative artificial intelligence and bio and neuro technology. It means we must engage those who feel deep anger at the heartlessness of the powerful, and deep fear at the prospect of more exclusion and more impoverishment. We must help harness their/our anger and fear to shape from that an energy that no one can stop – activism, collective mobilization and global solidarity.

DR AGNÈS CALLAMARD
Secretary General

An indigenous woman walks in front of riot police during a protest demanding the resignation of Peru's President Dina Boluarte in Lima.
© Photo by ERNESTO BENAVIDES/AFP via Getty Images

3. INTRODUCTION

Understanding our impact is key to ensuring we can adapt our plans and use our resources effectively to achieve positive human rights change.

This document provides an overview of the impact to which Amnesty, as a movement, contributed over the course of 2023. As in previous years, the analysis is based on the information collected by national entities and IS teams.

We capture human rights impact in the form of "outcomes" which include observable changes in the attitudes, behaviours and actions of the actors we engage. Human rights change can take many forms and will typically be the result of multiple, sustained efforts undertaken by different individuals and organizations over a period of time, rather than a single intervention or one organization's work.

LIMITATIONS OF THE ANALYSIS

The analysis is not all-encompassing. Amnesty entities were asked to report only on the most significant outcomes they achieved rather than describing all the changes that may have resulted from their work. The information submitted is largely based on self-assessment, meaning that it relies on teams' own evaluation of their impact.

HOW TO READ THIS REPORT

This summary report sets out Amnesty's 2023 story of change in broad terms. It is based on an analysis of reported outcomes under Amnesty's Global Strategic Framework, which is explored in much more detail in a longer report.

4. FACTS AND FIGURES

- **65** of **69** national entities and **83%** of all IS projects provided impact information
- **88%** of Amnesty entities (including the IS) aligned 80% or more of their human rights expenditure (80/20 split) with Amnesty's strategic priorities
- **1,098 outcomes** reported (of those, 815 outcomes focused on programmatic work)
- **59%** of the reported outcomes delivered concrete change, the remaining are acknowledgements or commitments
- Amnesty's work promoting gender, racial and intersectional justice had the highest concentration of outcomes **(27%** or **220** outcomes, accounting for **22%** of programmatic spend), and the highest number, 96, of outcomes that delivered concrete change
- Amnesty has found its role in securing climate justice and has invested in capacity building. However, it continued to be the area with the lowest concentration of outcomes **(5%** or **40 outcomes**, accounting for **4%** of programmatic spend)
- Unstable and hostile environments were most often cited as the biggest challenge to delivering impact.
- **7,771 people** from **95 countries** received relief grants
- In 2023, the total supporter base was **19.4 million**[1]
- Amnesty's human rights education (HRE) reached over **5.9 million people** in 2023, increasing from 4.15 million in 2022
- **More than half (55%)** of Amnesty board chairs are women, **just under half (47%)** are non-white, and **15%** are under 30 years old
- **Nearly half (47%)** of IS staff members recruited in 2023 were Black, Indigenous, or People of Colour (BIPOC). All IS job adverts were screened for racial, gender and disability bias, resulting in a **9%** increase in BIPOC applications since 2022
- People had access to our publications in **70 languages**.

[1] This number is a running total of all level 2 opt-in supporters (active and non-active) from across all national entities, and International Members. Where data for 2023 was unavailable it was replaced with 2022 data. Definitions: Level 2 opt-in supporters are individuals who provided their contact details and has given their consent to be contacted. Level 1 opt-out supporters are individuals who provided their contact details but did not give their consent to be contacted.

CHART 1: REPORTED PROGRAMMATIC OUTCOMES VS PROGRAMMATIC SPEND

TOTAL PROGRAMMATIC OUTCOMES = 815
TOTAL PROGRAMMATIC SPEND = €67.1M

2023 total reported outcomes vs 2023 programmatic spend by strategic outcome, (Sources: IS, Annual Review 2023; NEs, Standard Action Report 2023, Longview)

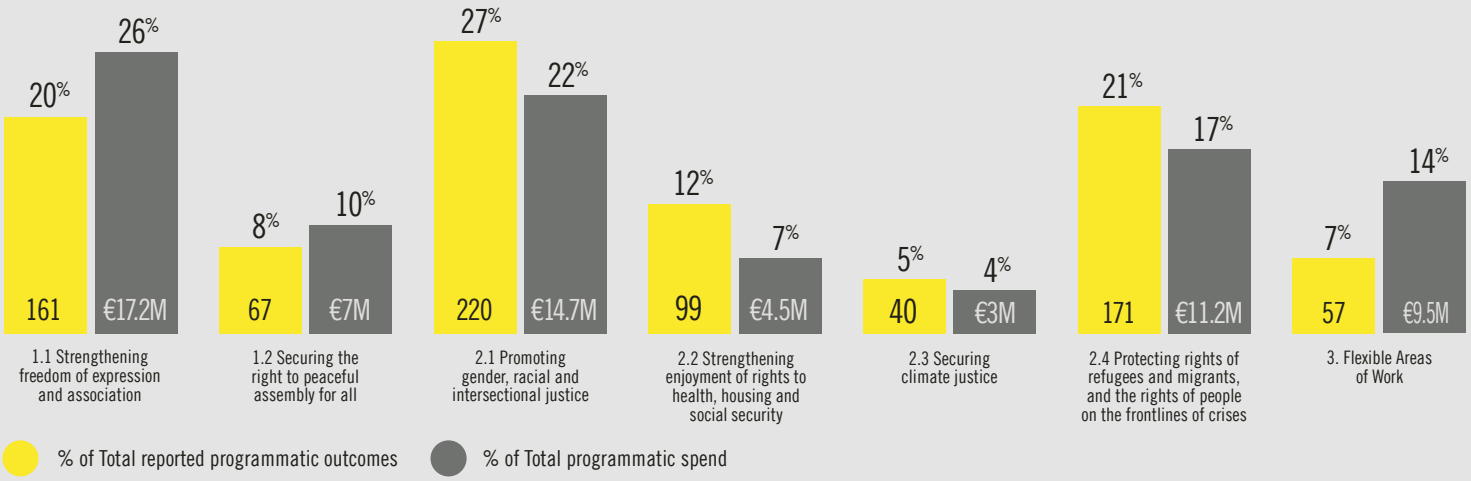


CHART 2: INTERNATIONAL SECRETARIAT PROGRAMMATIC OUTCOMES VS PROGRAMMATIC SPEND

TOTAL PROGRAMMATIC OUTCOMES = 450
TOTAL PROGRAMMATIC SPEND = €28.7M

International Secretariat 2023 total reported outcomes vs 2023 programmatic spend by strategic outcome (Sources: Annual Review 2023)

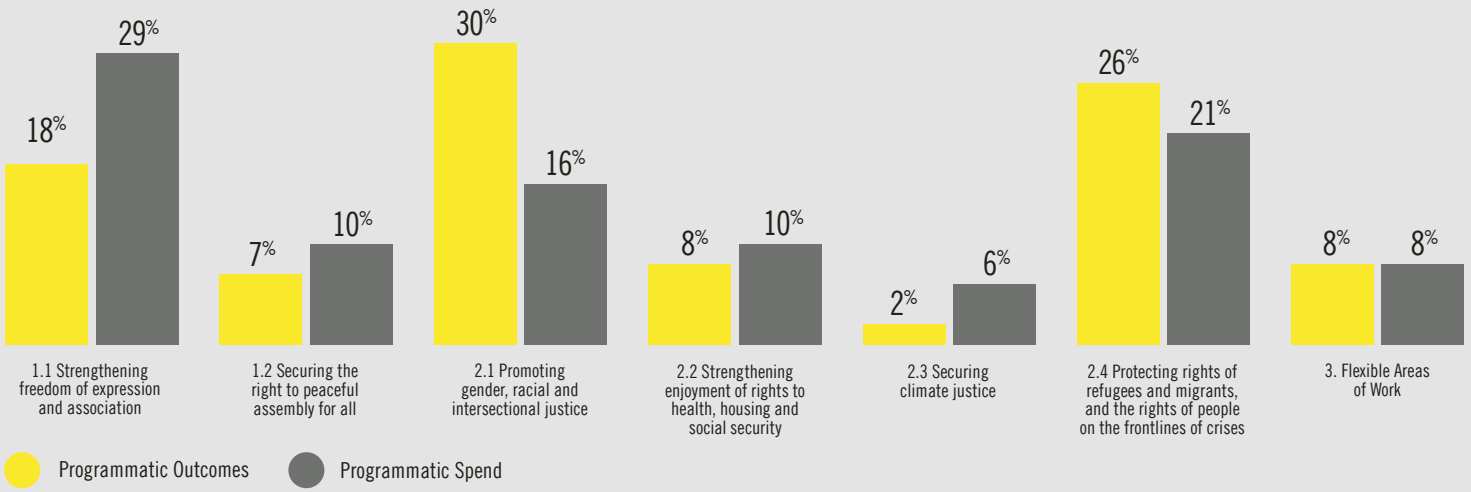
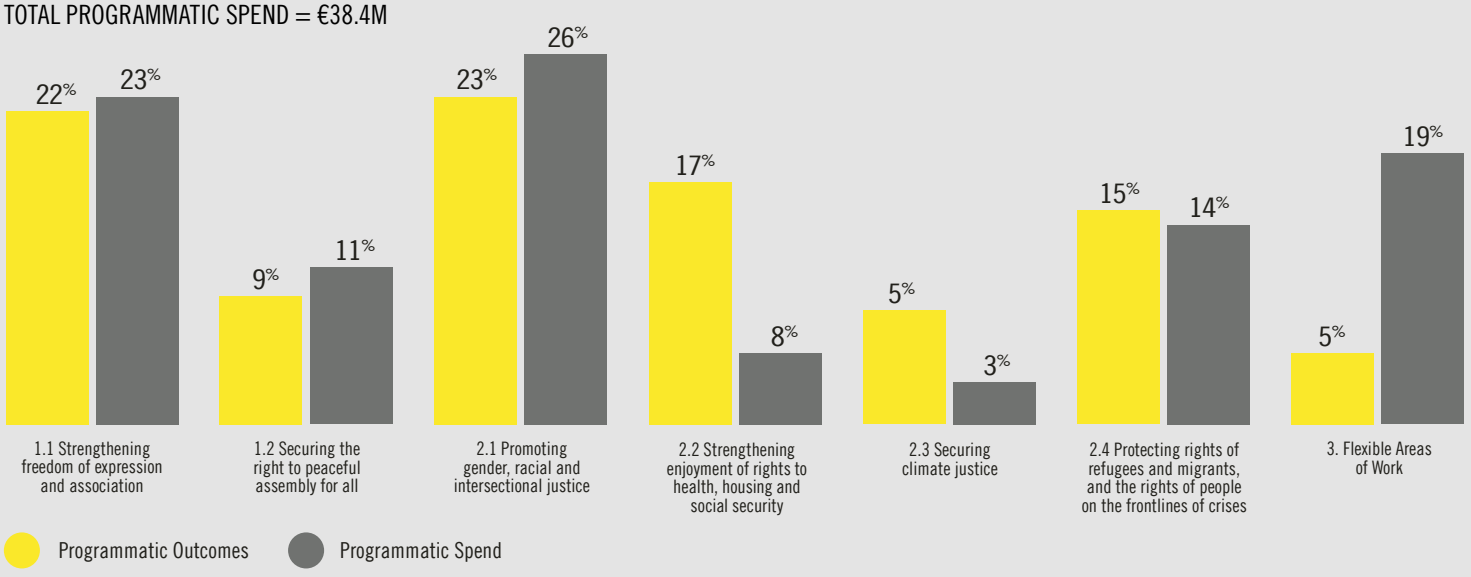


CHART 3: NATIONAL ENTITIES PROGRAMMATIC OUTCOMES VS PROGRAMMATIC SPEND

TOTAL PROGRAMMATIC OUTCOMES = 365
TOTAL PROGRAMMATIC SPEND = €38.4M

National Entities 2023 total reported outcomes vs 2023 programmatic spend by strategic outcome (Sources: Standard Action Report 2023, Longview)



5. GLOBAL DEVELOPMENTS

Escalating conflict and the biggest election year in history carry the potential to reshape the world significantly in 2024 and beyond. There are some hopeful but many alarming signals, amid growing polarization and militarization, and a rise of authoritarianism.

The Israel-Hamas conflict has deepened global divisions, with numerous social movements and millions of people taking to the streets calling out the hypocrisy of many countries in the Global North for their uncritical support of Israel. Russia's ongoing invasion of Ukraine has led to shifts in the global security order, with expectations growing that Europe will be drawn more directly into conflict with Russia. Relations between the USA and China were slightly less turbulent in 2023, although the looming US presidential election will have a huge bearing on the future relationship, as on many of the world's crises.

With global economic inequality and extreme poverty on the rise, there is growing momentum behind calls from many Global South countries to reform the international financial system. An agreement was finally reached at COP28 to operationalize loss and damage funding. 2023 was the hottest year on record – with heat waves in countries such as India, Myanmar, Pakistan and the USA causing loss of life – and the prospects for staying within the 1.5C threshold diminished. Despite the lack of a political breakthrough on ending fossil fuels, climate litigation relying on human rights law has continued to expand.

Major tech companies contributed to the rapid growth of the US stock market in 2023, further consolidating the power of a few vast corporations. Technological advancement continues to pose deep risks to human rights. Regulation is beginning to catch up but is fraught with challenges.

2024 could bring either a measure of moderation or significant political volatility that will endanger prospects for human rights. Holding open space for people's movements and civic engagement has never been so important.

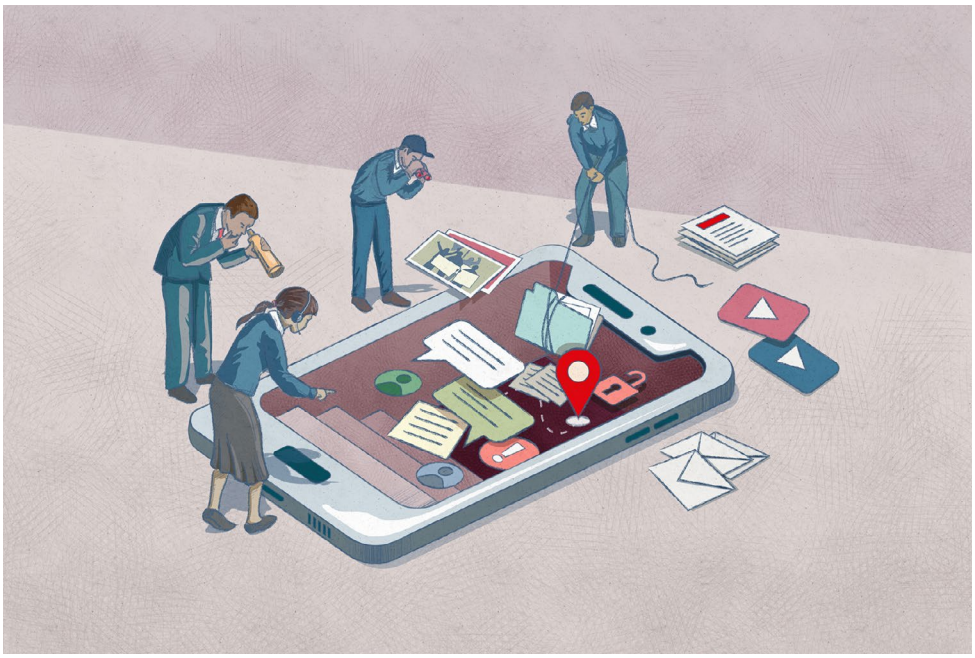
A damaged ambulance in a refugee camp in Tulkarm, the occupied West Bank, where the Israeli army carried out overnight raids.
© Photo by Zain Jaafar/AFP via Getty Images

6. AMNESTY IN THE WORLD

In such a world, the context for advancing Amnesty's strategic priorities is deeply challenging but the continued relevance of these priorities is clear. There is some global momentum behind addressing major systemic challenges in the world – including gross inequality and the economic and financial system that drives it, the climate and wider planetary crisis, the revolutionary impact of technology, rising conflict and the weakening of civic space in many places. The interconnections among these issues mean they must be addressed from many different angles.

In view of this, the role of human rights in the world is subtly changing and becoming more complex, including with a growing focus on the need to address structural issues. The challenge for the human rights community is to be open to working in a more integrated and multidisciplinary way, while remaining clear about the distinctive contribution of human rights. Amnesty has increased notably its work on economic and social rights, and inequalities, and is developing work on frontier issues for human rights – including taxation policy, legacies of colonialism, the right to health and climate migration – and has increasingly found its place in wider work on climate justice.

One of the greatest strengths of the human rights movement is its methodological flexibility and Amnesty embodies this well, bringing together people power, narrative power, the development of norms and law, litigation, and advocacy. However, it is also important to be realistic about how to engage shifts in global power. Amnesty is beginning to find a more consistent and global approach to China and has adopted transnational repression as a lens of analysis. At the same time, Amnesty is well-positioned for advocacy with Global South countries who are increasingly prepared to push the agenda of addressing structural inequities in the world.



Amnesty International researchers interviewing an individual evicted from his home near open pit of Kolwezi copper and cobalt mine operated by COMMUS, Lualaba province, Democratic Republic of the Congo (DRC) In 2023, Amnesty successfully influenced four companies that are extracting the minerals needed for clean energy technologies in the DRC, to improve their policies and practices relating to forced evictions. The DRC's Ministry of Mines also committed to examine Amnesty's findings and recommendations, after admitting that it faced challenges in the process of relocating people from mining sites. © Amnesty International

Nefarious use of spyware is a tool of repression against activists and journalists. In March 2023, Amnesty Tech uncovered a sophisticated hacking campaign targeting Google's Android operating system, leading to the expedited release of security updates. Amnesty Tech urged for a global moratorium on the sale, transfer, and use of spyware until robust human rights regulatory safeguards are in place. © Photo by AFP via Getty Images

7. WHAT DID WE ACHIEVE IN OUR STRATEGIC PRIORITIES?

The IS and national entities reported 1,098 outcomes across all strategic priorities and flexible areas of work in 2023, against 646 in 2022. This marked an increase in the number of outcomes across all six strategic priorities, and a small decrease in work on other human rights issues, which suggests there is growing alignment with the strategic priorities. The reasons for this significant increase in outcomes could include more impact, more reporting and a more granular reporting of progress and impact.

The distribution of outcomes changed from 2022, with almost half coming under strategic priorities 2.1 (Promoting gender, racial and intersectional justice) and 2.4 (Protecting the rights of refugees, migrants and people on the frontlines of crises). Priority 2.1 saw an increase from 107 to 220 outcomes, meaning that it accounted for 20% of outcomes in 2023 against 14% in 2022. Under priority 2.4 there were 171 outcomes against 69 in 2022, a rise from 9% to 16%.

The sheer breadth of **priority 2.1** (makes it difficult to draw definitive conclusions about why there have been so many outcomes. The growth was particularly driven by national entities. Most outcomes were on gender justice (60%, against 32% on racial justice) which has been strongly resonant around the world, with new opportunities for progress as well as serious regressions and pushback. The increased impact in this area may also be the fruit of a concerted focus on intersectionality both externally and internally, including the establishment of a specialist programme. Growing diversity in Amnesty's staff body and starting to focus on feminist leadership, has given Amnesty new impetus and authority in this area.

The number of outcomes under **priority 2.4** – driven by a sixfold increase from national entities – is also likely a reflection of the global context, with a rise of conflict and displacement, as well as the regional focus on refugees and migrants in Europe. Many of the reported outcomes have been about intermediate steps towards the larger (and often elusive) goal of accountability.

National entities reported a doubling of outcomes in both areas of **strategic priority 1**. Amnesty reported strong impact under **priority 1**, **1.1** (strengthening freedom of expression and association) but notably less under **priority 1**, **1.2** (securing the right to peaceful assembly for all). This may be a function of the thematic overlap between these two areas.

Fewer outcomes were reported under **priority 2.2** (strengthening enjoyment of rights to health, housing and social security) but they included some of Amnesty's most innovative and complex work, including on global tax policy and the right to health, as well as building on established work on forced evictions and labour rights. There was a significant increase in outcomes in Africa, mostly on forced evictions. This growth all came from the IS.

The outcomes achieved under **priority 2.3** (securing climate justice) remained a small part of Amnesty's overall impact, as in 2022, with the growth largely driven by the IS. However, Amnesty has found its voice on climate and its role in the overall climate justice movement – particularly in the areas of litigation, protests, environmental rights defenders, forced evictions, migration and corporate accountability. With long-term commitment and increased capacity and confidence, there is strong potential for the impact to grow.

Outcomes **beyond the global priorities** were concentrated in the areas of access to justice and redress, human rights abuses in the criminal justice system, and ending the death penalty.

Reporting of outcomes on **intersectionality** was low, suggesting that an intersectional approach is yet to be truly embedded across Amnesty. Under priority 2.1, only 17 outcomes (8%) explicitly addressed intersectional discrimination. In terms of enabling participation, multilingualism was a notable success story, with a record number of language combinations (110), and increased numbers of source languages and target languages in translation, and a record number of interpretation assignments across 18 languages.

The types of impact achieved in 2023 varied widely. Amnesty contributed to the continuing development of human rights laws and norms at global and regional levels. There were also many outcomes on national policies. Amnesty contributed to positive outcomes through joining strategic litigation, particularly increasing the number of cases in Global South courts. There were many wins in individual cases, especially under priority 1.1.

Venezuelan migrants walk in the outskirts of Bolivia, on their way to Colchane, Chile on March 24, 2022. Amnesty's new research areas include regularization mechanisms and protection of Venezuelan refugees in Chile, Colombia, Ecuador and Peru.
© Photo by Jorge Bernal / AFP via Getty Images

PROTECT THE PROTEST

The increase in reported outcomes under global priority 1 is quite likely due to the flagship campaign "Protect the Protest". Nearly all Amnesty national entities (97%) were involved with the campaign. In the 18 months since its launch, the flagship campaign contributed to impact across countries of focus, thematic projects, individuals at risk, capacity building and engagement with social movements, grassroots activists and partners. Across the Amnesty movement, Protect the Protest brought international attention and solidarity to the long-term work of national entities on this issue (for example in Argentina, Mexico, Peru and Venezuela). It enabled others to react quickly to local developments and crackdowns on protests (for example in Switzerland). And it provided the strategy, tools and drive for other national entities to become active for the right to peaceful assembly for the first time, or after a long time.

8. HOW DID WE ACHIEVE CHANGE?

Amnesty's impact has come in a context of growing hostility towards human rights. Unstable and hostile environments were cited most often as the obstacles to delivering progress. This suggests the necessity both of remaining adaptive and responsive to a changing risk environment, and of investing in influencing popular attitudes towards human rights.

Some of Amnesty's clearest successes came about through long-term campaigns, reflecting the lengthy timeframe and often incremental nature of human rights change. Examples included Amnesty Slovakia's outcomes for Roma children, Slovenia's outcomes for stateless people, the ban on "signature strikes" in the USA, steps towards abolishing the death penalty in Ghana, and influencing the EU Corporate Sustainability Due Diligence Directive.

There is some correlation between internal initiatives (or investments of capacity) and external impact. Notably, the rise in outcomes reported under priority 2.1 followed an increasing internal focus on intersectionality, anti-racism, diversity and feminist leadership. However, building capacity and expertise on climate change takes time and therefore has yet to yield a significant increase in outcomes under priority 2.3.

Amnesty made use of a diverse toolkit in its work throughout 2023. However, where there was an attempt to capture this range in the IS, it obscured more than it revealed, with vastly more outcomes categorized under "other" (168) than the combined total (115) of the six remaining categories – people power, research, advocacy, HRE, individuals at risk and enabling all goals. The category of "other" included specific methodologies not otherwise enumerated, such as on China's global influence, strategic litigation, influencing human rights mechanisms, and work on children and young people, but may also have been used to capture the use of a mixture of methodologies.

Each of the core capabilities and competencies – research, advocacy, HRE, people-powered movement, partnerships, international law and intersectionality – played their part in achieving impact in 2023, but there was room for development in each of them.

Amnesty International Netherlands Director Dagmar Oudshoorn (R) with Mpanzu Bambenga (L), victim of ethnic profiling by the Royal Netherlands Marechausseeas. This is an example of impactful outcomes that was achieved through strategic litigation in 2023. Amnesty International and Bambenga won the legal appeal, with the Dutch court ruling that Royal Netherlands Marechaussee force guilty of conducting discriminatory checks based on ethnic profiling at the Dutch border. © Amnesty International

Amnesty maintained a conservative approach to solidarity and **partnerships**. Other NGOs constituted around half of all reported partners, both for the IS and national entities. Despite growing emphasis across the human rights sector on honouring lived experience and strengthening the agency of victims, only 50 (5%) of Amnesty's reported partnerships were with affected people and communities. This may be a function of under-reporting, but it calls for further monitoring in future. In a shift from 2022, Amnesty entered into or maintained more partnerships in Global South countries than in the North.

In the area of **advocacy**, national governments were the primary target of national entities (71%), with the IS largely targeting global and regional bodies (90%). Corporate advocacy continued to lag – although it was a particularly strong focus of the work on priority 2.2 and there were some successful outcomes across multiple priority areas, facilitated by good levels of access. Amnesty's corporate advocacy used a range of approaches, from working with tech companies to combat cyber threats, to engaging business leaders on gender pay gaps, to supporting affected communities to secure commitments from mining giants. Amnesty has also been able to learn lessons from success, including the value of nuanced messaging to open up engagement, and the opportunities to influence companies via investors.

Amnesty's **research** continued to be an area of strength, with promising innovations in methodology and in new thematic areas – from analysing fiscal policies to defining environmental racism. Research was concentrated in the IS, but 22 national entities produced their own. Eighty-two outcomes in 2023 were based on innovative methods or new research focuses, compared with 38 outcomes based on traditional methodologies.

Research and advocacy, together with strategic litigation, underpinned Amnesty's efforts to influence the content of **international law**.

As a **people-powered movement**, Amnesty saw continued growth in membership and engagement on a similar level to 2022. Two thirds of national entities not only provided activists with training and involved them in planning but trusted them to lead their own campaigns. However, there is still no shared understanding across Amnesty about what it means to be people-powered.

HRE work across the IS and national entities continued to engage large numbers, reaching 5.9 million people in 2023 against 4.15 million in 2022. These numbers were heavily skewed to a small number of countries, mainly Kenya and Mongolia. While they only tell part of the story, these successes raised the bar for the potential reach of HRE work in other countries. HRE is becoming a critical mobilizing platform for activism, a good example of that is Amnesty's successful work in this area in Central Asia.

↑

Amnesty International joined activists outside of the US Supreme Court to protest a ruling that would cause a total abortion ban in many US states. © Amnesty International USA

←

Strong police repression in Buenos Aires, Argentina, against protesters opposing a law which gives the President of Argentina power to make decisions without consulting Congress. An example of Amnesty's research methodology innovation is quantitative analysis linking injuries caused by law enforcement, and the locations with the highest number of people racialized or considered indigenous to demonstrate the racist bias of the police in targeting protesters. © Anadolu via Getty Images

9. ORGANIZATIONAL HEALTH

Amnesty made good progress on anti-racism and feminist leadership. In the IS, 47% of newly recruited staff were Black, Indigenous, or People of Colour (BIPOC) and screening of job advertisements for racial, gender and disability bias resulted in a 9% increase in applications from BIPOC candidates. All 65 national entities that submitted reports in 2023 had staff attend training on racial equity, diversity and inclusion, and 34 revised or adopted policies to eradicate racism and ensure equitable treatment of all staff. Forty-five national entities took steps to practice Amnesty's commitment to feminist leadership.

Risk management is inherent to Amnesty's work, and the IS continued to provide support to national entities. There is a particular risk around cyber security, with less than half of national entities (32) having basic cyber security protections in place. For the IS, a comprehensive physical and cyber security system is in place.

There was minimal progress in the IS towards achieving net carbon zero goals, with the exception of improving energy efficiency in the London office. Data received from national entities was insufficient to draw conclusions.

The IS and 58 national entities carried out a self-assessment of movement-wide core standards and identified 10 areas for improved support and improvement (more information is available here).

10. GOVERNANCE AND LEADERSHIP

There is a generally positive story to tell around diversity in Amnesty's governance. Fifty-five per cent of board chairs are women, 47% are non-white, and 15% are under the age of 30. At the 2023 GA, 24 youth activists volunteered to join a new working group on youth in governance, and 15 participated in a review of Amnesty's governance model.

11. FINANCE AND GROWTH

The movement had seen 12 years of consecutive fundraising income growth between 2010 and 2022, but 2023 was the first year since 2009 when Amnesty saw a decline in the movement's gross fundraising income. In 2023, **gross income** declined by 4%. 2023 total gross income is €370 million (2022 income was €384 million), and of this gross income €15 million was raised by the IS and €355 million was raised by national entities.

Net fundraising income (gross income less fundraising expenditure) was €237 million in 2023 and €253 million in 2022. The decrease was 6%, which is driven by higher global inflation in 2023, and an increase in investment in fundraising following lower investment during the Covid-19 pandemic. Of the available data, 62% of the total income is from 10 sections (Amnesty Australia, France, Germany, Italy, Netherlands, Norway, Spain, Switzerland, UK and USA). Gross income includes individual giving, legacies, trusts and foundations, major donations, and multi-lateral funding.

Fifty-three per cent of national entities reported increased **free reserves** and 51% of entities reported free reserves equivalent to over three months' worth of expenditure. Overall, 36 of 68 national entities and the IS saw a decrease in reserves between 2022 and 2023. The funding structure of Amnesty is complex, as many national entities and the IS receive funding from other fundraising entities that are part of the movement but independent from their own operations, and there is a delay in receiving information on the performance of the larger fundraising sections. This volatility can make it more challenging for entities to achieve financial sustainability as their own performance is linked to the fundraising results and economy in other countries. Therefore, while Amnesty knows that decreases in income can be unexpected, it is important for us to maintain a flexible or nimble cost base to react to the global economy; and it is crucial to build reserves to become financially sustainable. In 2023, 75% of locally funded national entities and the IS (24 of 32), and 31% of national entities funded via the Resource Allocation Mechanism (RAM) (11 of 36) reported free reserves equivalent to over three months of expenditure. Global free reserves across Amnesty were €161 million, above the upper target of €104 million after building reserves in previous years when Amnesty spent less, including during the Covid-19 pandemic. The current reserves position provides operational stability.

Despite challenging financial conditions, there has been progress on the internal equitable distribution of resources. The budget available for redistribution via RAM has steadily increased year-on-year and has in total doubled compared with 10 years ago.

In 2023, the total supporter base was of 19,462,752, a very slight decrease compared to 2022 when the total number of supporters was 19,496,180.[2] Still, 2023 marked a **0.2% growth rate in the number of total active supporters**[3] for a total of 7,623,664 active supporters and 41,311 new active supporters since 2022.

[2] This number is a running total of all opt in supporters (active and non-active) from across all national entities, and International Members. Where data for 2023 was unavailable it was replaced with 2022 data.

[3] Active members are those who have taken action, performed a transaction or have been active with our communications.

12. LESSONS FOR 2024 AND BEYOND

The story of 2023 provides some important lessons to help Amnesty prepare to make an impact in an increasingly uncertain future. Five lessons are self-evident.

1. RESPONDING TO HOSTILITY

Growing hostility towards human rights was the most widely reported barrier to impact. This trend has implications both for human rights impact and for operations.

On the impact side, growing hostility is problematic for Amnesty's theory of change, which relies on people across the world taking action for human rights. While public hostility or indifference is not new, a worsening trend may call for adaptation. Some national entities also reported decreased levels of public empathy towards certain groups. Influencing public attitudes is likely to be essential for maintaining the foundations for human rights campaigning and advocacy in future. This would require a range of approaches, including widening the reach of HRE and investing in narratives work. Some teams noted that it is important for Amnesty to go beyond exposing harms and to present a compelling vision for the future.

On the operational side, working in hostile environments is becoming a fact of life for more entities within a globally distributed Amnesty. There is a need to build organizational resilience and implement consistent risk mitigations across all entities.

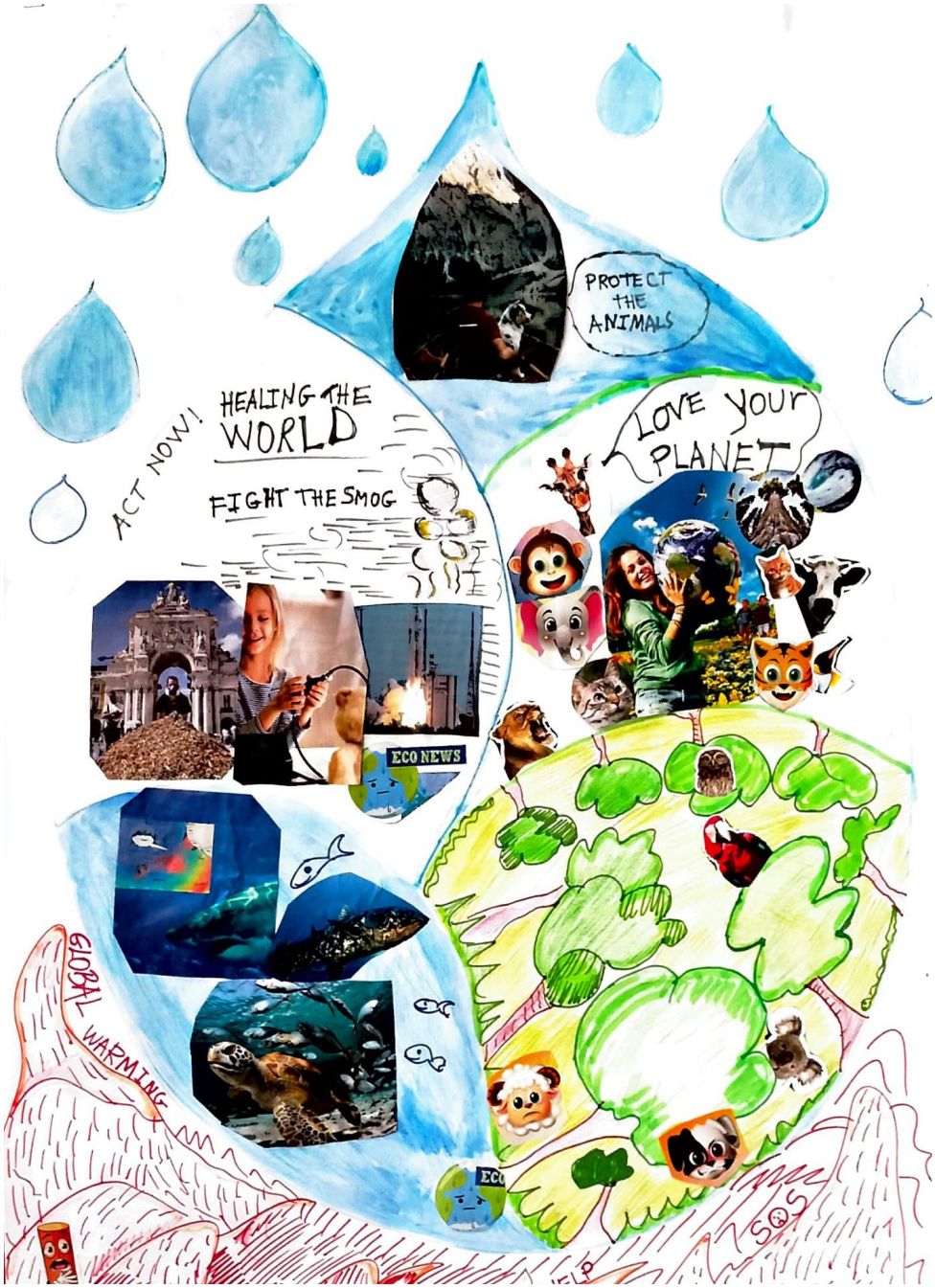
2. REFLECTING ON METHODOLOGIES AND INVESTING IN NEW CAPABILITIES

Amnesty has achieved its impact through a wide range of methodologies. It should continue to monitor and reflect where human rights change is happening and how Amnesty can contribute to it – whether in institutions, courtrooms, streets or other places. Such continuous reflection will ensure activities can be aligned with opportunities for impact. Amnesty needs to develop capabilities in foresight, create more spaces to reflect on progress and impact, and consider how ideas arising from these can be applied.

Related to this, it is likely to become increasingly important to engage with power shifts in the world. This includes strengthening and broadening advocacy on China, but also developing approaches that are appropriate to a world in which power is increasingly diffused. Corporate advocacy calls for particular attention, so that Amnesty can maximize its influence in a world in which the largest corporations – particularly tech companies – hold enormous power to shape society. This could begin with more internal knowledge sharing.

3. ENGAGING SYSTEMIC ISSUES WITH PATIENCE

Amnesty appears to be growing in confidence in its work on systemic issues, such as inequalities, the climate and tax policy. The growing number (and global spread) of outcomes under priorities 2.1, 2.2 and 2.3 testify to this. However, these priorities are focused on complex issues and there is rich potential for exploring the intersections among them, as for example in the nascent research on climate migration in the Americas. There are also crucial intersections between priorities 1 and 2, such as protecting the space for climate protests.



Human rights education: Student artwork from an Amnesty Kenya Write for Rights school club. © Private

Work on climate justice was identified as one of the areas in which "to build capacity" in the global strategy. The substance and focus of the work is clear, and Amnesty has found its role in the wider climate justice movement. However, impact is likely to depend on staying engaged for the long term – which has proved fruitful in other areas of work – and making the necessary internal investments in capacity and expertise. Given the global importance of the issue and its current and likely future implications for human rights, the rationale for doing this is very clear.

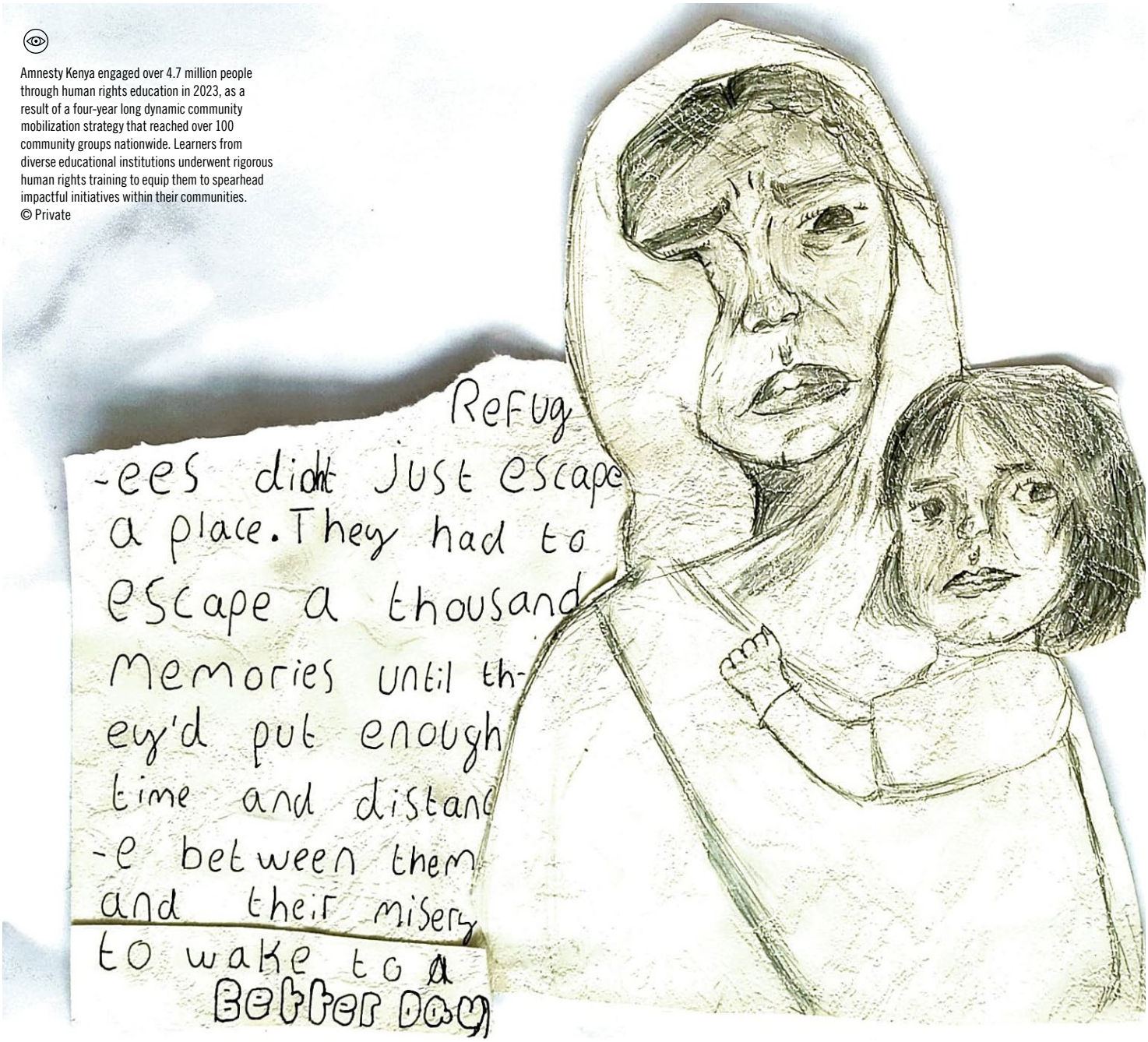
4. DEVELOPING INTERNAL AND EXTERNAL COHERENCE

The increased impact under priority 2.1 seems at least partly related to an enhanced internal focus (particularly across the IS) on mainstreaming gender and racial justice, and to the implementation of Amnesty's commitment to anti-racism and feminist leadership. There is scope for Amnesty to develop its work on intersectionality both internally and externally – working with those who are impacted by compounding forms of discrimination, in the design and delivery of the work, while also making efforts to address structural inequities internally.

In light of the relatively small progress towards achieving net carbon zero, strengthening the internal focus on climate change may also be a necessary condition for increasing Amnesty's impact in this area.

5. RETHINKING PARTNERSHIPS AND BUILDING A SHARED UNDERSTANDING OF PEOPLE POWER

There are some striking examples of impactful partnerships with individuals and communities at risk, grassroots and people-powered movements. Although Amnesty's collaborations with affected people remain far fewer than with organizations, the approach towards working *with* (not only *for*) affected people is one that merits continued investment and effort across the movement as this will also strengthen public consent and support for human rights.



Amnesty Kenya engaged over 4.7 million people through human rights education in 2023, as a result of a four-year long dynamic community mobilization strategy that reached over 100 community groups nationwide. Learners from diverse educational institutions underwent rigorous human rights training to equip them to spearhead impactful initiatives within their communities.
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WHEN INJUSTICE HAPPENS TO ONE PERSON, IT MATTERS TO US ALL.

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Amnesty International is a global movement of more than 7 million people who campaign for a world where human rights are enjoyed by all.

Our vision is for every person to enjoy all the rights enshrined in the Universal Declaration of Human Rights and other international human rights standards.

We are independent of any government, political ideology, economic interest or religion and are funded mainly by our membership and public donations.

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