

**AMNESTY**  
INTERNATIONAL



# **AMNESTY INTERNATIONAL'S INTEGRATED STRATEGIC PLAN 2010 TO 2016**

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## **SUMMARY**

This document sets out Amnesty International's Integrated Strategic Plan 2010 to 2016 as it was adopted by the 29<sup>th</sup> International Council Meeting (ICM) held in August 9-14, 2009.

## INTRODUCTION

Amnesty International is a worldwide movement of people who campaign for internationally recognized human rights to be respected and protected. Outraged by human rights abuses but inspired by hope for a better world, we work to improve human rights through campaigning and international solidarity. Amnesty International campaigns for a world where all human beings can live in dignity and where all their rights are realized; where every person in every country can live without abuse of their rights; where no-one is penalized for, inter alia, their thoughts, religion, gender or place of birth. Amnesty International is an organization based on worldwide voluntary membership and it consists of national branches (known as sections and structures), international networks, affiliated groups and international members. Year on year, Amnesty International's numbers have swelled. With more than 2.8 million people across 150 countries, it is the world's largest international organization devoted to the protection and promotion of human rights. Yet its principles have remained the same – still impartial and independent, still funded by charitable donations and its members, still without political, religious, or economic affiliation.

Article 4 of Amnesty International's statute requires that "there will be at all times for Amnesty International an Integrated Strategic Plan covering a period of six years". Amnesty International's current Integrated Strategic Plan (ISP) 2010 -2016 was adopted by the 2009 International Council Meeting (ICM) held in August 2009. The ISP runs from 1 April 2010 until the end of March 2016.

The six year strategy aims to empower rights-holders whose rights are challenged and strengthen the human rights movement. The strategy sets priorities to guide all entities within the AI movement – including the International Secretariat and all sections and structures of AI.

Amnesty International's Integrated Strategic Plan is presented in a strategy map that:

- *Acts as a statement of commitment from Amnesty International's entities about what they will do in the forthcoming period.*
- *Sets goals against which to measure progress.*
- *Provides the basis for national entities and the International Secretariat operational plans.*
- *Provides the budgetary framework for AI's work.*
- *Provides a basis for systematic evaluation of progress, including transparency in reporting.*

### Generating and adopting the ISP

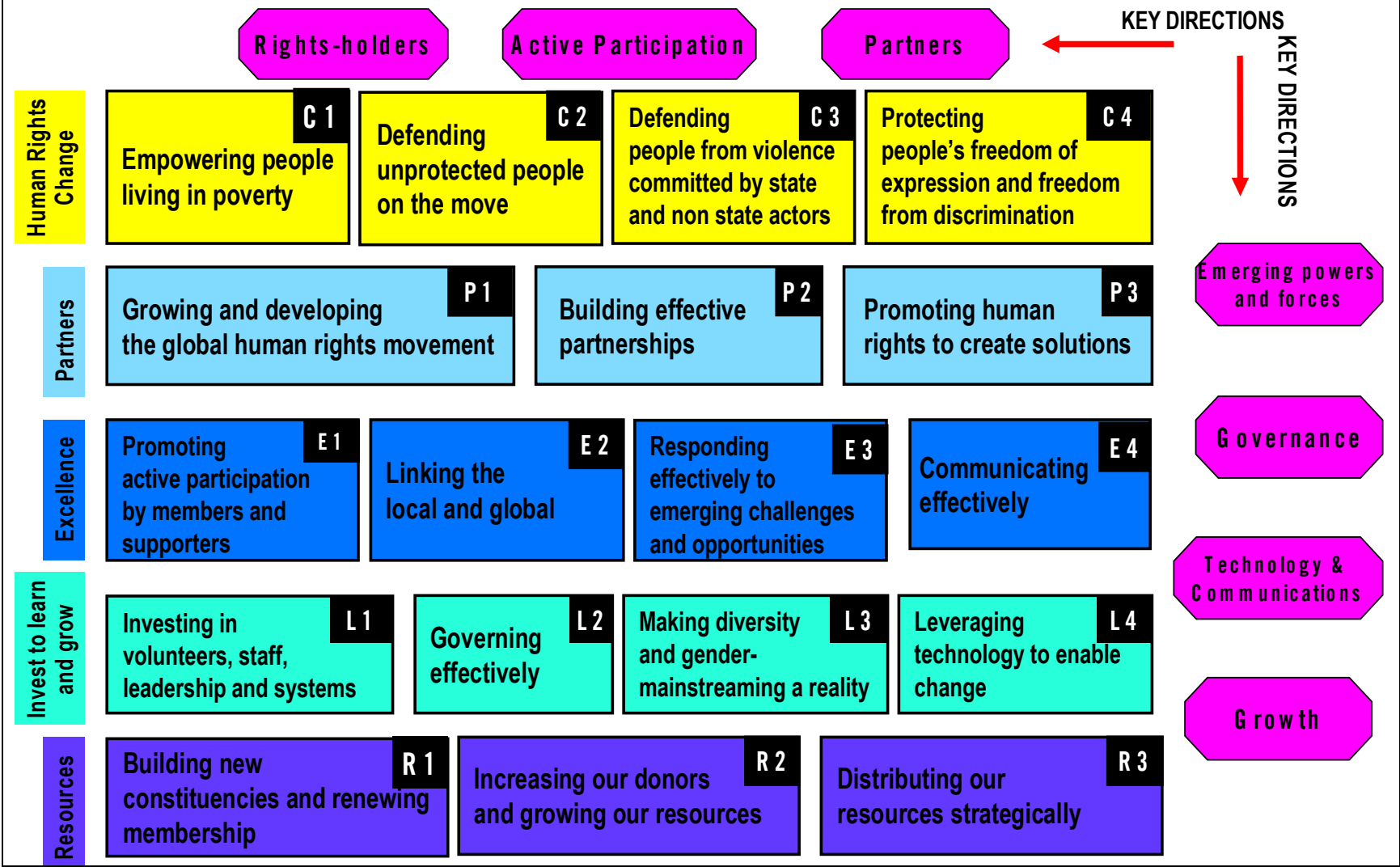
The strategy was built on analyses of external trends and AI's organizational strengths and weaknesses, drawing on critical data from a number of sources and submissions from across the AI movement and external stakeholders. The strategy was formulated over a number of months spanning 2008 and 2009 with input and contributions from both staff and volunteers of Amnesty International, external experts, stakeholders, and members of the public. A number of AI entities initiated in-depth consultations, including with external partners. In addition a web-based survey was launched to solicit inputs from those who have an interest in AI but who may not be actively engaged with us; more than 6,300 completed the survey from 165 countries/territories.

The ISP was the central focus of the 2009 International Council Meeting (ICM) where it was discussed, debated and adopted. The ICM is the supreme governing body of Amnesty International, it decides on AI strategy, political, financial and organizational issues for the forthcoming years. The Council also

elects the International Executive Committee (IEC), to act as the decision-making body of the movement between Council meetings, as well as other committees.

The ICM-approved Amnesty International Integrated Strategic Plan has been circulated to the movement and implementation began as of April 2010.

# Empowering rights-holders whose rights are challenged and strengthening the human rights movement



The “Human Rights Change” Perspective

Empowering people living in poverty (C1)	
Focus	Signs of success
<p>People living in poverty, an increasing number of whom are women and children, face deprivation, exclusion, insecurity and voice-lessness: interrelated issues that add up to powerlessness. This vicious cycle of poverty, which is the result of policies and actions by state and non-state actors, must be countered with the virtuous circle of human rights.</p> <p>Therefore, AI will work at local and national levels, particularly in the poorer parts of the world, and at the international level on:</p> <ul style="list-style-type: none"> <li>• Freedom, transparency and information to ensure the voice of the poor is heard and effective, including by ensuring their right to organize;</li> <li>• Non-discrimination and inclusion, through law and other means to break the link between violence, including gender and sexuality based violence and exploitation of children, discrimination and poverty;</li> <li>• Protection from grave human rights abuses that impoverish people, including corruption and other abuses perpetrated by the state and non-state actors, including economic actors;</li> <li>• Investment of human and financial resources in the rights to health, housing, decent livelihood and education;</li> <li>• Empowering people, including indigenous peoples, living in poverty to know and claim their rights, and hold state and non-state actors accountable</li> <li>• The absolute ban on slavery to be upheld without exception</li> <li>• Recognizing and supporting women as agents of change in the struggle to end the human rights abuses that drive and deepen poverty.</li> </ul>	<ul style="list-style-type: none"> <li>• The Millennium Development Goals, and their successor plan, incorporate respect for human rights and demand more comprehensive action and greater accountability.</li> <li>• Rights to information and transparency are advanced.</li> <li>• Protection of the rights of people living in poverty is strengthened nationally and internationally, including through legal recognition of economic, social and cultural rights.</li> <li>• Binding international standards and effective mechanisms are developed for corporate accountability.</li> <li>• Legal empowerment initiatives in support of people living in poverty are widespread.</li> <li>• People living in poverty and those that represent them are more freely and actively claiming their rights nationally and internationally.</li> <li>• Indigenous communities are no longer targeted for exploitation and any agreements regarding their lands are subject to free and prior informed consent standards.</li> <li>• Women rights-holders are active participants in the development, implementation and evaluation of national and international poverty reduction strategies;</li> <li>• AI’s research, partnerships and campaigning fully reflect the impacts of poverty on women’s human rights.</li> </ul>

The “Human Rights Change” Perspective

**Defending unprotected people on the move (C2)**

<b>Focus</b>	<b>Signs of success</b>
<p>Growing numbers of migrants, including those in irregular situations, asylum seekers, refugees, internally displaced people (IDPs) and victims of trafficking find themselves without legal recognition or protection by either their home or host states. They are exploited by unscrupulous employers, treated by states as criminals and sometimes returned to countries where they are at risk of grave human rights abuses. Because many are trapped in irregular situations, they are unable to secure redress or protection from the law. As conflicts, poverty, insecurity and environmental degradation increase the numbers of people moving within and across borders, states are resorting to tougher measures, often with public support.</p> <p>Therefore, AI will work to:</p> <ul style="list-style-type: none"> <li>• Enhance legal and physical protection, and access to justice for migrants, asylum seekers, refugees, IDPs and victims of trafficking;</li> <li>• Ensure that these people are not denied their rights to education, health and housing;</li> <li>• Challenge discrimination against them and work with them to seek recognition of their rights to be heard and to organize themselves;</li> <li>• Ensure that they have access to fair legal procedures to regularize their status or challenge their return to situations where they are at risk of grave human rights abuses. This includes ensuring access to special provisions and services for women and girls and recognition of gender and sexuality based discrimination as both a cause and a consequence of migration;</li> <li>• Challenge the routine practice of detaining people simply for lack of legal status or documentation, including pre-determination detention of asylum seekers.</li> </ul>	<ul style="list-style-type: none"> <li>• The International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families is ratified by states of origin and states of employment and its measures are incorporated into national laws.</li> <li>• States recognize their responsibility to protect the human rights of all people within their territory, regardless of their national origin or migration status.</li> <li>• States adopt and enforce laws which prohibit discrimination on the basis of national origin.</li> <li>• Migrants, asylum seekers, refugees, IDPs and victims of trafficking are able to claim redress before courts and access to essential and appropriate support services in the destination country.</li> <li>• They are protected from violence and exploitation, including gender and sexuality-based violence by both state and non-state actors.</li> <li>• Asylum seekers gain access to fair asylum procedures and are protected from return to territories where they are at risk of grave human rights abuses.</li> <li>• Media and public opinion appreciate the human rights dimensions of migration, displacement and trafficking.</li> <li>• States are providing essential services for migrants, both regular and irregular, refugees, asylum seekers, IDPs and victims of trafficking.</li> </ul>

The “Human Rights Change” Perspective

**Defending people from violence by state and non-state actors (C3)**

Focus	Signs of success
<p>Violence by states and non-state actors, including armed groups, is taking a devastating toll on human rights. Gender based violence continues to be one of the most widespread human rights abuses. Civilians, particularly women and children, are deliberately targeted in conflict. As the race for resources and the proliferation of arms and weak states intensify conflict, the negative human rights consequences of armed conflict on civilian populations cannot be overstated. The more entrenched conflicts become, the harder it is for civilians to survive and recover from their consequences. In post-conflict societies, lives continue to be devastated by trauma, violence, economic uncertainty and lack of access to justice, including reparations. Even in more stable countries, growing concerns about terrorism and crime are leading governments to adopt tough public security policies that infringe human rights, demonize poor people and minority groups, and increase support for capital punishment and tough sentencing. Global monitoring will enable Amnesty International to respond to emerging crises when they appear (“from early warning to early action”) and ensure that AI’s work is relevant to the issues faced by people in the countries in which we work.</p> <p>Therefore, AI will work:</p> <ul style="list-style-type: none"> <li>• For protection and empowerment of civilians during conflict, particularly of women and children;</li> <li>• For effective solutions to protect civilians and urge the international community to address “forgotten” conflicts;</li> <li>• For strategies to expose violence by armed groups and for holding their members and leaders to account;</li> <li>• For the inclusion of human rights concerns in conflict prevention, resolution, and post-conflict re-building, in particular by calling for the control of arms, the (re)building of effective justice and human rights systems, and accountability of economic actors;</li> <li>• To strengthen international and national justice, protection and reparation for victims, including victims of gender and sexuality based violence;</li> <li>• To empower women, amplify their voices and increase their participation in peace processes and during conflict resolution;</li> <li>• Against the erosion of human rights - including through arbitrary detention, unfair trials, enforced disappearances and extrajudicial executions and will call for an absolute ban on all forms of torture and other forms of ill treatment however it is justified;</li> <li>• For stronger international recognition and action to end violence against women and girls and enforce the principles of due diligence;</li> <li>• For the abolition of the death penalty;</li> <li>• To stop state violence against children.</li> </ul>	<ul style="list-style-type: none"> <li>• Rapid and effective international peace-keeping operations with a strong human rights protection component.</li> <li>• States demonstrate a commitment to peace-building which promotes respect for and implementation of human rights.</li> <li>• Adoption and implementation of the UN Arms Trade Treaty.</li> <li>• Universal ratification of the International Criminal Court Statute; effective national laws on universal jurisdiction and codification of the crime of torture in all national criminal codes and universal ratification of the Optional Protocol to the Convention against Torture.</li> <li>• Prosecution of state actors and armed groups for genocide, war crimes, crimes against humanity and other serious human rights abuses, including gender and sexuality based violence at national and international levels.</li> <li>• Adoption of standards on corporate accountability for complicity in human rights abuses in conflict situations.</li> <li>• Greater participation of women in conflict prevention and resolution and post-conflict reconstruction.</li> <li>• Reaffirmation of the prohibition of torture and other forms of ill treatment, arbitrary detention, enforced disappearances and extrajudicial executions and unfair trials.</li> <li>• Increase in specialized health and support services for victims of violence, including victims of gender and sexuality based violence.</li> <li>• States acknowledge and exercise due diligence against discrimination and violence, including violence against women by non-state actors.</li> <li>• Universal abolition of the death penalty.</li> </ul>

The “Human Rights Change” Perspective

**Protecting people’s freedom of expression and freedom from discrimination (C4)**

**Focus**

Concerns about the economy, migration, cultural identity and national security are leading to crackdowns by governments on legitimate forms of dissent and restrictions on the right to information and freedom of expression, assembly and association. As information technology expands the possibilities for people to enjoy their freedoms, it is also being used by the state, sometimes with corporate complicity, to erode privacy, tighten censorship and expand surveillance. Against this background, xenophobia, racism and religious and other forms of identity-based discrimination are rising. There is a growing trend, often with the encouragement of the state, of non-state actors policing – and even demonizing – those who fail to conform with the views or the identity of those in power. Human rights defenders and other activists who challenge these practices are in turn being attacked and vilified.

Therefore, AI will:

- Demand the immediate and unconditional release of all prisoners of conscience and advocate for fair trial and due process protections for all detainees, including political prisoners;
- Empower and protect human rights defenders, activists and other individuals at risk;
- Work for the elimination of persecution and discrimination based on race, ethnicity, religion, sexual orientation or gender;
- Work for the elimination of gender and sexuality based violence and discrimination, including in formal and parallel legal systems and for the protection of sexual and reproductive rights and health;
- Call on state and non-state actors to uphold the right to dissent and the fundamental freedoms associated with it and to not use defamation to silence;
- Campaign for stronger state action to address discrimination and exclusion based on gender and sexuality, identity or beliefs, including by non-state actors.

**Signs of success**

- Prisoners of conscience are released and human rights defenders and other activists are protected and empowered to carry out their work.
- States enact and implement laws that robustly protect freedom of expression, including in emerging media and prevent the incitement of hatred and violence.
- International standards and national laws on corporate accountability address collusion on internet restrictions which undermine human rights.
- Public opinion is mobilized to resist erosion of human rights standards through the criminalization of dissent.
- Both state and non-state actors condemn the use of customary and religious justifications for acts of violence against women and sexual minorities, and end gender and sexuality based discrimination in both law and custom.



The “Partnership” Perspective

Growing and developing the global human rights movement (P1)	
Focus	Signs of success
<p>The growth of civil society provides AI with both opportunity and challenge. On the one hand, social inequalities, cultural divisions, economic individualism and political repression undermine a sense of community. On the other, technology has opened up new networking possibilities, and there is a burgeoning of movements in environment, development, women, children and other issues. Human rights provide a framework for shared values across all civil society groups. This also creates a unique opportunity for AI, as a global membership-based movement of committed individuals, to reach out to other committed individuals in civil society and work with them to build a stronger, global and diverse constituency for human rights.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Work with and for individuals to protect their freedom to take action for human rights;</li> <li>• Invest in the development of the human rights movement where it is weak, particularly in the Global South and East and in the emerging economies;</li> <li>• Developing and using the resources of its own activists and linking up to those of its partners, reach out to other civil society movements to build a broad and strong human rights constituency while maintaining its impartiality;</li> <li>• Use human rights education and human rights training, awareness and legal empowerment, among other means, to expand the informed and active global constituency for human rights.</li> <li>• Build within the framework of global planning, shared projects among sections and structures, with the aim of reinforcing their capacity to act, especially in the Global South and East and in emerging economies.</li> </ul>	<ul style="list-style-type: none"> <li>• The global human rights movement is and is seen to be made up of people from a variety of disciplines, regions, cultures and socio-economic classes.</li> <li>• Human rights defenders and social activists are recognized as legitimate voices for social change worldwide.</li> <li>• There is a strong and diverse community of human rights defenders and organizations in strategically important countries in the Global South and East, including the emerging powers.</li> <li>• AI’s members are a diverse body of individuals drawn from all parts of the world and all sectors of society &amp; are fully integrated in the human rights movement in the Global South and East as well as the Global North and West.</li> <li>• Others in the global human rights movement welcome AI’s human rights education and training contributions as effective tools for their empowerment.</li> </ul>

## The “Partnership” Perspective

<b>Building effective partnerships* (P2)</b>	
<b>Focus</b>	<b>Signs of success</b>
<p>Increasing interconnectedness across issues, focus and functions, calls us to strategic partnerships across divides and disciplines (e.g. across organizations, sectors, themes and regions). Through partnerships we can bring together the necessary resources and expertise to create the leverage we need to be more effective.</p> <p>Therefore, while respecting its independence and impartiality, AI will:</p> <ul style="list-style-type: none"> <li>• Build relationships with others that are mutually beneficial, results oriented and aligned to the human rights outcomes we seek;</li> <li>• Engage proactively and sensitively with – and be open to joining initiatives launched by – rights-holders and their representatives and community and local groups, as equal partners, as well as larger national, regional and international NGOs;</li> <li>• Seek constructive and effective multi-stakeholder relationships with a broad range of interlocutors, such as governments, IGOs (including the UN), and businesses to push its human rights agenda.</li> <li>• Develop a comprehensive set of tools to build and evaluate new partnerships, including sharing of lessons learnt, selection criteria, best practices, risk assessment, impact assessment, brand management and impact evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• We have built and sustained a wide number and range of relevant and high quality partnerships at the global, regional and local levels which offer clear collaborative advantage without compromising our core values.</li> <li>• We have formed productive partnerships in the Global South and East, in countries that are emerging global powers as well where AI is well-established.</li> <li>• Multilateral initiatives and multi-stakeholder coalitions are one of the ways in which we promote our human rights agenda.</li> <li>• Planning, decision-making, prioritization, implementation and evaluation of our human rights work is informed actively by our partners and by rights-holders directly.</li> <li>• We are assessing the impact of AI’s work with partners and have developed movement-wide capacity to assess and to learn from others.</li> </ul>

\* The term “partnerships” is used in the English sense of the word signifying cooperation and relationships with different parties as occasion warrants, and does not necessarily imply the existence of either a long-term alliance or a contract.

The “Partnership” Perspective

<b>Promoting human rights to create solutions (P3)</b>	
<b>Focus</b>	<b>Signs of success</b>
<p>Increasingly, governments and other actors are looking for concrete proposals and options for change. We must use human rights principles as an analytical tool, not only for assessing the unacceptable - for denouncing human rights violations, but also expand their use as a framework for delivering the essential: for offering solutions. We must promote human rights as part of the solution.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Add solutions-oriented methodologies to its range of research, advocacy and campaigning approaches;</li> <li>• Match its competency in “naming and shaming” with competencies in multi-disciplinary analysis of issues and stakeholder-engagement including the empowerment of others in order to better resolve human rights problems;</li> <li>• Use its competencies and expertise as a global, as well as a local, movement and link up with others to pursue human rights change through multi-dimensional and multi-layered approaches;</li> <li>• Invest in impact assessment and evaluation of human rights strategies and tactics to ensure the best human rights outcomes possible are secured;</li> <li>• Call for states to fulfill their obligations to provide human rights training for key professions and to ensure access to education that promotes respect for the human rights of all people.</li> </ul>	<ul style="list-style-type: none"> <li>• We take greater account of the context of human rights problems and the views of those whose rights are affected.</li> <li>• Greater understanding and awareness of human rights in the external world is preventing human rights abuses and thus helping us achieve our human rights change goals.</li> <li>• Our research is based on authoritative analysis and offers substantive recommendations for solutions, whilst maintaining our impartiality.</li> <li>• We take a strong results-oriented, participatory approach to our work.</li> <li>• Our campaigning and advocacy consistently promote solutions.</li> <li>• We are assessing the impact of AI’s work for rights-holders whose rights are challenged, and have developed movement-wide capacity to assess and to learn from others.</li> </ul>

The “Excellence” Perspective

<b>Promoting active participation by members &amp; supporters (E1)</b>	
<b>Focus</b>	<b>Signs of success</b>
<p>For AI to deliver the human rights change it seeks both for and with rights-holders, AI’s members and supporters must have the necessary skills and be inspired to continue familiar activism where it is effective but also to embrace changes in approach where these are essential. Among our members and supporters, and over the life of a person’s association with AI, active contribution takes many forms, including financial support. These contributions are AI’s foundation stones and they must be encouraged and valued in all their diverse forms.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Invest in its members and supporters, orienting them externally, engaging them with partners, rights-holders and other interlocutors, and aligning their activism to AI’s human rights priorities;</li> <li>• Foster membership growth among young people and their active participation in human rights work;</li> <li>• Value diverse forms of contribution to AI and human rights activism and expand these further;</li> <li>• Broaden the scope and possibilities for the participation of our members and supporters in our work, eliminating barriers to active engagement.</li> </ul>	<ul style="list-style-type: none"> <li>• There is increased participation by AI members and supporters in new and rewarding forms of human rights activism and with partners in the broader human rights movement, alongside more traditional means of participation, such as through local groups.</li> <li>• AI has more young people working actively for human rights.</li> <li>• AI is approachable, accessible, welcoming and open to diverse forms of engagement with diverse constituencies.</li> <li>• AI has broadened and reframed its definition of membership to be more inclusive and responsive.</li> <li>• AI values diverse forms of contribution and expands this to a wider constituency.</li> </ul>

The “Excellence” Perspective

<b>Linking the local and global (E2)</b>	
<b>Focus</b>	<b>Signs of success</b>
<p>As a global human rights organization with local membership, AI has the unique capacity to bring about human rights change simultaneously at different levels: global, international, regional, national and personal. The synergy between global campaigning and local activism can be very powerful if the processes and structures between the two levels are effectively aligned. Furthermore it is in local settings where responsiveness, relevance and innovation can be high, that change is often most immediately possible and achievable. However, AI’s local presence needs to be broadened in terms of geography, demography and diversity, in order to enhance its ability to mobilize public opinion effectively to push its human rights agenda around the world.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Build strategic partnerships between its own members and others in the human rights community in the Global South and East to give new meaning and vitality to global solidarity;</li> <li>• Invest creatively to build local presence and activism, for example by supporting and creating local AI structures as well as through partnerships and coalitions to support AI’s work locally and globally, including in emerging economies;</li> <li>• Align its local actions to global objectives to create a powerful leverage for human rights change.</li> </ul>	<ul style="list-style-type: none"> <li>• Global campaigns, research and actions are generating new and exciting forms of local activism and presence for AI and its partners.</li> <li>• Cross border networks of activists from diverse regions of the world are working together to bring about human rights changes both at global and local levels.</li> <li>• Local activism and capacity for human rights work has been strengthened through partnerships between AI activists in the Global North and their counterparts and/or partners in the Global South and East.</li> </ul>

The “Excellence” Perspective

<b>Responding effectively to emerging challenges &amp; opportunities (E3)</b>	
<b>Focus</b>	<b>Signs of success</b>
<p>Climate change, geopolitical shifts, economic changes, technological and scientific progress, as well as conflict and social upheaval, are bringing intense, grave and unpredictable consequences as well as unexpected and important opportunities for human rights. The emergence of new global actors like Brazil, Russia India, China and others adds a new dimension to the international human rights agenda.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Develop, maintain and regularly review a research programme of the highest quality, which will ensure strategic coverage and will receive adequate funding.</li> <li>• Develop and maintain a strategic capacity to scan the world and analyze emerging threats and opportunities;</li> <li>• Respond effectively and rapidly to critical emerging issues, drawing on support from the entire movement and its partners, and adjusting its plans, priorities and resources accordingly;</li> <li>• Be a leading contributor to the human rights community’s engagement, proactively and strategically, with emerging global issues and actors.</li> <li>• Develop an adequate strategy and mechanisms for crisis work on conflicts, particularly intractable conflicts with regular upsurges of violence.</li> </ul>	<ul style="list-style-type: none"> <li>• AI’s research is appropriate, timely and recognized globally for its reliability and added value.</li> <li>• Human rights are incorporated in international and national responses to global political, economic, social, and environmental issues, including climate change, economic globalization, science and technology, humanitarian disasters and armed conflict.</li> <li>• AI is engaging new global powers, including in particular Brazil, India, China, Russia and South Africa as well as regional and international organizations, both well-established and emerging ones, to find solutions to human rights problems.</li> <li>• AI is recognized as a lead contributor to civil society debate on a human rights response to emerging challenges and opportunities in a timely, effective and strategic manner.</li> <li>• AI has developed the skills, capacity and coherence to contribute effective work in these areas to a high standard.</li> </ul>

The “Excellence” Perspective

<b>Communicating effectively (E4)</b>	
<b>Focus</b>	<b>Signs of success</b>
<p>AI’s ability to communicate, persuade and rouse people to action is critical to the delivery of its human rights agenda. We must convey our human rights agenda, who we are and what we stand for in a way that is understandable, accessible, clear and coherent to rights-holders whose rights are challenged, to our partners and to our members and supporters.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Communicate globally and locally a compelling vision and an engaging invitation to activism to diverse and multi-lingual audiences, maintaining a consistent global visual identity;</li> <li>• Make use of information techniques, particularly innovative communications technology, to deliver our messages internally and externally, using communication channels that are accessible to our target groups;</li> <li>• Ensure that the messages and voices of those with whom and for whom we work – the rights-holders and local partners – are heard by us and others;</li> <li>• Use our 50th anniversary as a platform to communicate with a new generation of human rights activists.</li> </ul>	<ul style="list-style-type: none"> <li>• AI has a high public profile and is regarded as a credible, relevant, compelling and impartial advocate of human rights.</li> <li>• AI’s identity as a movement of human rights activists that works with right-holders and other activists is clearly understood.</li> <li>• AI’s communications measurably contribute to the achievements of its human rights goals.</li> <li>• AI’s human rights concerns are communicated promptly, globally and locally, across a strategic range of media and languages, maintaining a consistent global visual identity and reflecting the concerns of rights-holders and local partners.</li> <li>• AI has broadened the range of its audiences, particularly among young people to engage a new generation of activists and supporters.</li> </ul>

The “Invest to Learn and Grow” Perspective

**Investing in volunteers, staff, leadership & systems (L1)**

**Focus**

The realization of AI’s human rights aspirations depends on many things, but most of all on people. However, internally our approach to people is disparate and fragmented - with members, volunteers and staff often thinking and acting in “silos of interest” rather than from the standpoint of the movement—as-a whole. Yet, global challenges are calling on AI to develop its people’s skills, knowledge and competency into a stronger basis for delivery of its priorities. A key aspect of this is the building of a more flexible, mobile and diverse workforce, supported by systems and processes that align the various parts of AI to perform effectively.

Therefore, AI will:

- Invest in training and capacity building of its members, leaders, volunteers and staff to empower them, increase their active participation in decision-making and enable them to work across boundaries of geography, culture, interest and functional responsibilities;
- Invest in policies, systems and procedures to create an organizational culture and commitment to working in the interests of “One Amnesty”.

**Signs of success**

- Competencies, people, systems and structures across AI’s entities are aligned with our strategic priorities.
- AI has a movement-wide organizational culture that promotes excellence in the performance of its leaders, staff and volunteers.
- Our people show a strong commitment to collegiality, cooperation, respect and accountability towards each other and towards our partners, seeking local solutions where relevant and whole-of-AI solutions where essential.
- Systems & processes are in place to support global working, including the creation and support of a mobile, adaptable and performance-oriented workforce across the movement.
- There is a system of ongoing training and capacity building in place so that the competence and renewal of the AI leadership is assured.



The “Invest to Learn and Grow” Perspective

Governing effectively (L2)	
Focus	Signs of success
<p>AI is not simply a global human rights organization: it is a democratic movement of committed human rights activists, both volunteers and salaried-staff, who work together with a large constituency of partners and supporters at local, national and international levels. Millions of people across the globe have an active interest or “stake” in AI and its future. The challenge is to lead AI to be a more inclusive, relevant and responsive global movement of activists that is supported by a sustainable, credible, competent and accountable organizational leadership. For AI to operate this effectively, it must empower and hold accountable its leadership, particularly at governance level, to actively shoulder responsibility for delivery of AI’s priorities including by making “One Amnesty” a daily reality, globally and locally.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Enhance accountability to, and in its decision-making processes, inclusion of, the voices, perspectives and concerns of both internal and external stakeholders, particularly by reaching out for this purpose, to rights-holders and partners;</li> <li>• Ensure AI’s governance bodies and office bearers provide principled and competency based leadership at the global and local levels, ensuring they have the capacity, authority, support and skills required both to engage the interests and concerns of AI’s internal and external stakeholders and to perform their organizational and fiduciary duties including the management of risks to a high standard;</li> <li>• Direct its governance systems towards the effective monitoring and evaluation of activities against approved plans; implementing agreed consequences where there is lack of delivery on the movement’s priorities;</li> <li>• Invest in and ensure that the active participation of the membership in decision-making processes is implemented in a more inclusive way.</li> </ul>	<ul style="list-style-type: none"> <li>• AI’s leaders locally and globally inspire confidence, building support for AI’s priorities within the broader human rights movement and within AI, while clearly communicating AI’s purpose and priorities to these internal and external stakeholders.</li> <li>• AI’s governing systems have mechanisms that ensure inclusion of and accountability to rights-holders and partners.</li> <li>• AI’s global and sections’/structures’ boards are jointly and separately responsible and accountable for delivering AI’s priorities locally and globally.</li> <li>• AI’s pool of leaders today, and potential leaders tomorrow, is deepened on the basis of competency and through systems by which they are identified, recruited, supported and mentored effectively.</li> <li>• AI’s leaders manage risk effectively and strategically and ensure there are agreed and understood consequences for lack of delivery.</li> </ul>

The “Invest to Learn and Grow” Perspective

<b>Making diversity and gender mainstreaming a reality (L3)</b>	
<b>Focus</b>	<b>Signs of success</b>
<p>As a global human rights organization AI must be truly global in its reach, relevance, identity and perspective. It must manifest the universality of human rights in the range and diversity of people with whom it engages – internally and externally – as an essential step towards greater effectiveness for human rights and towards a more vibrant, inclusive and truly global human rights movement.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Develop policies, processes and systems to ensure that its core functions (including research, lobbying and campaign methodologies, growth strategies, communications and decision-making processes) are attentive to issues of voice, representation, identity, difference and perspective. These policies will include those that guarantee gender mainstreaming;</li> <li>• Meet its commitment to embrace gender mainstreaming both in order to strengthen our ongoing work on women’s rights and in order to incorporate gender mainstreaming into all our other work programmes, operations and organizational life. This includes ensuring the establishment of organizational practices, policies and the necessary resources to adequately apply gender mainstreaming to our human rights work and decision-making processes;</li> <li>• Develop policies, organizational practices and resources for incorporating a sexual diversity perspective into our human rights and organizational work;</li> <li>• Use focused and targeted measures to achieve and sustain genuine diversity of identity, geography and culture among its membership and staff in all parts of the movement.</li> </ul>	<ul style="list-style-type: none"> <li>• Membership of AI from the Global South and East and from under-represented groups in the Global North and West has increased.</li> <li>• AI’s members, staff and leaders and their networks reflect the diversity of the societies in which they work.</li> <li>• AI is encouraging and supporting gender mainstreaming and diverse contributions, perspectives and experience within AI and among our partners and other external stakeholders.</li> <li>• AI is implementing gender mainstreaming and a sexual diversity perspective, has adequate resources for doing so and is held accountable with regard to its work on the human rights of women and people who suffer discrimination because of their sexual orientation.</li> <li>• AI is supporting and sustaining activism and strong, healthy and effective partnerships in the Global South and East.</li> <li>• AI staff, volunteers, leaders and partners are treated fairly, with dignity and respect and without discrimination.</li> </ul>

The “Invest to Learn and Grow” Perspective

Leveraging technology to enable change (L4)	
Focus	Signs of success
<p>Through information and communications technology, a borderless network of connection and affiliation between people is being woven globally at increasing speed, spanning the traditional information divides and increasing bridging the ‘digital divide’. AI’s lifeblood is information, providing people with what they need to take effective action, externally and internally. It is imperative that we invest in technology to further our mission, support effective action and achieve the growth and diversity we need.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Better exploit the potential of technology to:               <ul style="list-style-type: none"> <li>○ Generate effective internal and external communication in support of its priorities;</li> <li>○ Empower and amplify the voices of activists and rights-holders;</li> </ul> </li> <li>• Invest in technology to strengthen its operational effectiveness as one movement, seeking efficiency gains and reducing duplication and waste;</li> <li>• Take a planned and systematic approach to storage, retrieval and availability of information to enable people to take effective action.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge management within, between and across AI’s entities and our partners has been strengthened.</li> <li>• AI has created platforms for the voices of rights-holders to be heard effectively.</li> <li>• AI’s information and communications technologies support the delivery of its strategic priorities and protect the integrity and security of its information.</li> <li>• AI has developed organizational structures and systems for the technologies associated with information and communications that provide cost efficiencies, shared service capabilities and, where appropriate, common infrastructure while enabling strong integration with AI’s operations.</li> <li>• AI has reached out to a larger constituency for human rights through the building of online communities.</li> </ul>

The “Resources” Perspective

Building new constituencies & renewing membership (R1)	
Focus	Signs of success
<p>The greatest hope for human rights is that people the world over identify actively with the global human rights movement, using their own rights in defense and protection of the human rights of others. People are the life blood of the larger human rights movement, at the heart of AI itself and our greatest asset. We need to invest in people globally; sustaining, renewing and growing the base of support for AI and for human rights activism broadly.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Support the broader human rights movement to utilize a full range of tools to connect with and inspire others to identify with human rights;</li> <li>• Reach out to a broader range of people, actively engaging them through consultation, dialogue and exchange; and being inclusive of their views, concerns and experiences;</li> <li>• Renew itself through engagement across age groups and with younger people in particular and by sustaining the participation and value of the current active generations.</li> </ul>	<ul style="list-style-type: none"> <li>• AI is reaching out to those active in social justice movements, including in particular human rights activists and sympathizers in the Global South and East.</li> <li>• AI is renewing the engagement of those already active in AI, ensuring that the value of its current members, volunteers, activists, donors and staff is affirmed and that they in turn are playing a creative role in valuing and welcoming newcomers to AI.</li> <li>• AI is meeting or exceeding its targets for building a broader, more representative and inclusive supporter base wherever it has local presence, drawing in creative and active engagement from young people and specifically, the “net generation”.</li> <li>• AI is deploying innovative methods for introduction to AI, for the welcoming and valuing of new participants and for adaptation of AI’s methods to ensure they are better tailored to the needs and interests of new constituencies.</li> <li>• AI is using human rights education to attract new activists for human rights.</li> </ul>

The “Resources” Perspective

Increasing our donors & growing our resources (R2)	
Focus	Signs of success
<p>While AI has grown its supporter base in its biggest “income markets”, these same “markets” are maturing and although we have had some success in newer “fundraising markets”, our efforts have not been well aligned with our human rights and civil society agenda. At the same time, the volatility of the global economy is presenting real challenges to the certainty of our income and posing new investment and expenditure challenges. Donations from individuals specifically are an incomparable source of stability and independence and create a vital doorway into other forms of human rights activism.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Leverage its brand, reputation and reach globally and locally to demonstrate that giving to AI is a valued and rewarding form of human rights activism;</li> <li>• Renew, diversify and expand AI’s income sources working collaboratively across the movement to “think big” about and achieve financial growth;</li> <li>• Align and integrate campaigning and fundraising messages, developing quality relationships with individual donors and improving supporter retention and commitment;</li> <li>• Set, monitor and report against achievable but challenging growth targets, globally and locally.</li> <li>• Invest in “new markets” and new tools that bring potential for human rights impact, civil society engagement and/or donor/supporter growth to AI.</li> </ul>	<ul style="list-style-type: none"> <li>• AI is growing its income and supporters in both traditional and new “markets” in accordance with evidence based global and local growth targets.</li> <li>• Giving to AI is treated as a fully valued form of human rights activism, a vital step in a person’s potential life-time support of AI.</li> <li>• AI is investing to increase human rights awareness and awareness of AI in places where AI is not strongly present locally (including in locations such as India and Brazil).</li> <li>• AI is winning increased support per capita in both its traditional and newer “fundraising markets”.</li> <li>• AI’s rates of “return on investment” in fundraising and the “lifetime-value” of its supporters are benchmarked and found to be equivalent to best practice.</li> <li>• AI is successfully managing the range of risks it faces globally and locally.</li> </ul>

The “Resources” Perspective

Distributing our resources strategically (R3)	
Focus	Signs of success
<p>The most successful campaigners and organizers strongly align their resources with their strategy, thereby ensuring their results are coherent with their goals. As a campaigning organization, our investment, distribution, management, governance of and accountability for financial resources must be the servants of the strategy that is guiding delivery of our mission and vision. If AI is to enhance its delivery of its human rights promises, then it must ensure that its resources flow to its priorities and are not locked down by the happenstance of where they were raised.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> <li>• Distribute resources so that these support AI’s global and local priorities, emphasizing investment for human rights impact while ensuring that AI’s operations are sustainable;</li> <li>• Increase significantly its investment in growing the human rights movement broadly, and AI in particular, in the Global South and East;</li> <li>• Root its financial decision-making in empirical and technically sound analysis;</li> <li>• Invest in systems to enable integrated planning and reporting of activity and finances, globally, strategically and rationally;</li> <li>• Ensure it is able to provide publically, accurately and comprehensively, a global account of the money it receives how it spends that income and the outcomes and impact it delivers.</li> </ul>	<ul style="list-style-type: none"> <li>• Money raised in AI’s name is understood to belong to AI as a whole and not only to the AI entity that raised it.</li> <li>• Resources support the implementation of our priorities at both the global and local levels and AI’s presence and relevance in the Global South and East in particular is increasing.</li> <li>• A coherent approach to financial decision-making and accountability across the movement is reducing unhealthy competition and enhancing trust and:             <ul style="list-style-type: none"> <li>○ Wherever <u>possible</u> financial decision-making is undertaken locally, in keeping with the principle of subsidiarity;</li> <li>○ Wherever <u>essential</u>, financial decision-making is taken by and for the movement as one movement, as befits a unified global organization;</li> <li>○ Wherever <u>necessary</u> for effective co-ordination, quality assurance and compliance globally, financial decision-making is centralized.</li> </ul> </li> <li>• The talent brought to AI’s volunteer and paid financial leadership roles is commensurate in scale and complexity with their level of responsibility and grounded in professional and technical competencies.</li> <li>• AI is at the forefront of high performance in the not-for-profit sector in regards to public transparency, reporting and accountability for its resources and human rights outcomes.</li> </ul>