



GLOBAL TRANSITION PROGRAMME ROADMAP

Amnesty International members and staff only

AI Index: ORG 30/001/2013

To: Sections & Structures, IS staff

From: Secretary General

Date: 22 January 2013

Amnesty International

International Secretariat

Peter Benenson House

1 Easton Street London WC1X 0DW

SUMMARY

The primary purpose of this document is to present a clear picture of how the Global Transition Programme will be operationally implemented from 2013-2015 and its organizational implications, particularly for the IS and consequently the movement. It builds on the *Blueprint for an integrated and results-driven IS, closer to the ground* (ORG 30/011/2011).

DISTRIBUTION

This is an internal document, distributed to all Sections and Structures, and IS staff.

RECOMMENDED ACTIONS

See the cover notes from the Secretary General and the IEC Chair.

This document is tabled for discussion at the Chairs Assembly and Directors Forum in February 2013. IS staff can feedback their comments through their Senior Director to Nicky Briggs, Senior Director, Organizational Change and Transition.

CONTENTS

CONTENTS	2
1: Background and Case	3
2: Objectives of GTP & the plans to deliver change	9
3: Principles & Assumptions	12
4: Governance	13
5: Programme Structure	14
6: Programme Plan	15
7: Finances	17
8: Risk assessment and mitigation	18
9: The post-2015 model	21
APPENDICES	24
Appendix 1: Principles and Assumptions	24
Appendix 2: IS Global Transition Financial Overview (including actual and forecast)	34

1: Background and Case

- The primary purpose of this document is to present a clear picture of how the Global Transition Programme (GTP) will be operationally implemented from 2013-15 and its implications.
- This document commences by summarizing the case for change spelled out in the *Blueprint for an integrated and results-driven IS, closer to the ground* (ORG 30/011/2011), the different elements of the overall transition programme and the modifications that were incorporated to the operating model following the feedback received from staff and the movement to the Blueprint. It highlights the various actions that followed since then to make the change process a more comprehensive transition programme.
- We want to strengthen the international in Amnesty International, to ensure we have significantly greater impact by becoming a more global movement. A movement that acts with greater legitimacy, speed, capacity and relevance as we stand alongside those whose rights are violated. We are adapting to a changing world by building on Amnesty International's 50 years of ground-breaking achievements for justice and freedom. We believe that by deepening our work in the global South we will be even more in line with our mission and core values. Our activists and staff in the global North will get renewed energy through their increased direct and indirect contact with human rights violations, partners and defenders in different parts of the world through IS staff who will be closer to the ground. As we build significant membership in the South, we will see international solidarity and democratic decision-making in full bloom.

The world is changing

- The last decade has seen a major rebalancing of geo-economic and political power from the western bloc mainly in Europe and North America, where Amnesty International has historically been strong in membership and influence. Power is now much more distributed amongst a wider range of countries including China, Russia, India, Brazil, Mexico, Turkey, South Africa, Indonesia, Nigeria and others, countries where Amnesty often has little or no public constituency.
 - Although there is no question that the USA and other major European economic giants will remain powerful in the foreseeable future, in the near term they are wrestling with the most serious economic crisis in decades.
 - Meanwhile, the new powers are increasingly influential on human rights regionally and internationally. One very live example is the Arms Trade Treaty where the emerging countries have played a very influential role. The development of a strong, organized and articulate Amnesty International presence on the ground in these strategic locations will allow the movement to increase its legitimacy and human rights impact.
 - Furthermore, by increasing our presence in the fast-growing economies, Amnesty International will increase opportunities for activism and for diversifying our primary income source – individual membership contributions – to do more human rights work.
- Thanks to work by Amnesty International and others, more countries are becoming more politically open, with a far greater proportion becoming electoral democracies where people have increased agency to claim rights and redress.
 - One consequence is huge growth in mainstream media in developing countries across all continents, including an appetite for investigative journalism, exposing abuses and holding governments to account.
 - A combination of the internet, mobile phones, social media, citizen journalism and mainstream media, particularly TV, has drastically changed how – and the speed with which – violations are reported. Being close to where violations happen and using technology (where appropriate) for justice is essential for us to stay effective and relevant.

- Human rights are increasingly being claimed by those whose rights are being violated – particularly young people – often at great personal risk.

We need to change too...

- To increase our relevance in this changing world, we have to work with local actors leading the human rights struggle, be closer to human rights violations, and be faster and more flexible in our response. At the same time, we need to retain the best and most effective elements of what we do and how we do it.
- While 50 years of growth has increased our global impact in many ways, more can be done to promote and protect human rights. Currently, over 85% of our membership is in Europe and North America; 95% of our income base is in Europe, North America, Australia and New Zealand. We need to find a way to engage members in other parts of the world to increase the diversity of our membership, the relevance of our work, and the sustainability of our movement.
- The full spectrum of the GTP covers tighter prioritization, aligning resources to strategic priorities, new ways of working, organizational restructuring, improved systems, processes, behaviours and ‘moving closer to the ground’, to where human rights violations are taking place. Together, this will allow us to increase the **volume, quality, speed and relevance of our actions enabling far greater human rights impact.**

The Change Process:

Initial inputs for the GTP

- Looking back at the evolution of the GTP, its genesis can be traced to the middle of 2010, when the International Executive Committee (IEC) tasked the incoming Secretary General (SG) to recommend the best **organizational model** to deliver the Integrated Strategic Plan (ISP) (POL 50/002/2010) by 2015. By this time, several reviews of the work at the International Secretariat (IS) had been carried out and in July 2010 were collated in the form of a ‘Review of Reviews’ (POL 50/013/2010). Following initial rounds of meetings with various teams in the IS in the second half of 2010, and a review of the existing documentation, the SG then participated in regional meetings with Sections to discuss a range of issues, including AI’s method of working.
- Initial ideas on the possibility of moving to a **distributed IS** were discussed at the 2010 IEC retreat and the IEC provided initial input. The IEC noted in its bulletin circulated after that meeting (ORG 72/005/2010), that they expected to secure “An SG proposal and initial implementation of a plan to have staff closer to the ground” by the time of the Chairs Assembly 2011.
- Consultation meetings with IS staff and Sections were held in Africa, Asia, Europe and Latin America as set out below to assess first-hand what the movement thought were the key obstacles for success in **achieving the ISP and Growth Strategy** (ORG 30/001/2011) and how we should reconfigure the organization to deal with those obstacles.
 - Asia regional meeting in Hong Kong, October 2010, and meetings with individual Section Directors
 - Americas regional meeting in Peru, October 2010, and meetings with individual Section Directors
 - Africa regional meeting in Uganda, November 2010, and meetings with individual Section Directors
 - European Directors Forum in Netherlands, October 2010, meeting with Central & Eastern European Directors and meetings with individual Section Directors
 - MENA regional meeting in Egypt, June 2011
- Several key concerns emerged from these meetings with IS and Section staff, as well as with Chairs and Boards of Sections, which gradually helped formulate the key elements of the GTP. One of the most urgent issues was that the ISP did not present an adequate basis for **prioritization** and that there was a real gap between the ISP and the International Secretariat Operational Plan (ISOP). To

address this and the challenge of silo-based ways of working within the IS, a process of grouping projects into 12 **Critical Pathways** was initiated. The Critical Pathways not only articulated Amnesty International's theory of change and success indicators in a more explicit way but also prioritized the projects in the ISOP. This was the outcome of consultations with relevant staff in the research, law and policy, campaigns, media, advocacy, movement building and communications teams throughout 2011. A separate major exercise carried out later in 2012 was the **country prioritization** (ORG 41/016/2012) process involving consultation across the IS and the movement, which built on the work to finalize the Critical Pathways. The third major piece of work on prioritization was also carried out in 2012 through the creation of the **Resource Allocation Mechanism** (RAM) (FIN 61/006/2011) – the means through which organizational resources are allocated to strategic priorities. Both the country prioritization and the RAM processes were carried out with the support of the Global Management Team (GMT).

- The second major challenge that was identified was the cumulative neglect of **support services** like finance, IT, legal, planning and human resources at the IS. Building on work initiated in 2009 following establishment of the Finance & Audit Committee (FAC), throughout 2011 and 2012 a significant programme of strengthening these services was carried out with involvement from various user groups of staff. Significant progress has been made in the finance and legal areas in particular. We have also seen some improvements in the IT and facilities domains and more recently in human resources, but there is much more to be done.
- On the organizational structure, the key idea of **better integration of functions** within the IS and stronger integration with the Sections was endorsed through these consultations, as was the idea of implementing the long-standing plan of '**moving closer to the ground**' (the Blueprint summarizes the history of previous discussions regarding moving closer to the ground). Neither of these were new ideas in the movement, but there was a strong impetus from the consultations to implement these long standing commitments.
- Given that most of the IS staff deal with multiple countries (not individual countries or continents as a whole) and given the importance of researchers, campaigners, media staff, advocates and movement building working within a common plan, budget and accountability structure in small integrated teams, the proposal to create **Regional Hubs** emerged as a consequence.
- In early 2011 work began on drafting a proposal – later to be known as the **Blueprint** – for broader consultation, which involved programme meetings, staff meetings and open house sessions with staff at the IS run by the SG and Senior Leadership Team (SLT). This was run in two phases, the first phase in January-February and the second phase from April-June. GMT discussions on this subject were held in March and June 2011. The subject was also discussed at the Chairs Forum Meeting in London in June 2011. The IEC was kept informed about the new global model being developed, and discussed it at their June 2011 meeting.
- Various IS programmes submitted their proposals for moving closer to the ground, including the location and roles of the Hubs, and what would be achieved. It was on the basis of the many and detailed submissions received that the Blueprint was developed.

Blueprint

- The Blueprint was formulated and refined with inputs from IS management and staff over several months and finally sent out for consultation with Sections, Structures and external stakeholders in August 2011. The Blueprint set out the plans to open Regional Hubs in strategic locations. These Hubs would be a full-capability presence with responsibility for a defined geographical region at the sub-continental level.
- The Blueprint was discussed with the wider movement at the 2011 International Council Meeting (ICM) and a commitment was made there to support the principles and processes outlined in the document. ICM discussions were reflected in the Chair's Statement (ORG 52/002/2011). The IEC approved the Blueprint and endorsed the decision to progress with implementing the change process.

- Many comments and questions were received from the movement and also from IS staff in response to the Blueprint. This feedback was compiled, analyzed and incorporated into the implementation process for the transition under the banner of the GTP, and made available to IS staff and the movement on the intranet.
- A conscious decision was taken by SLT that, as the implementation plan for the GTP will be constantly adapted, it did not make sense to have a revised fixed version of the Blueprint. Instead, feedback received from the movement and the IS was compiled and shared widely along with a detailed Q&A in late 2011.

Feedback and modifications

- Based on the very useful feedback received, several changes were made to the structure proposed in the Blueprint, including the creation of a Senior Director (SD), Operations position to whom the Regional Hub Directors would report. The proposal to create a Strategy and Evaluation Unit was agreed which, alongside the Fundraising Director, would report directly to the SG. It was also agreed (as the Blueprint had already indicated) that as each region and Hub was different, we would not take a one size fits all approach, and that we would implement the process in a phased manner. The decision to defer moving closer to the ground in the MENA region (because of the major upheaval in several countries in the region) and in Europe (because of the internal complexities) was also reconfirmed.
- Another suggestion that was taken on board was that a dedicated team of external change management and project management experts, coupled with key internal expertise, would be essential in order to plan the process. In response, the SLT created a Transition Management Team (TMT) comprising a combination of consultants from the not-for-profit branch of Accenture (ADP) - which has extensive experience managing organizational change - and members of staff from the IS. This mixture of external and internal staff on the team was deliberate, partly to build up in-house capacity and partly to ensure experience of Amnesty International played a fundamental role in designing the transition. Given the importance of Africa in moving closer to the ground, two research Deputy Directors from the Africa regional programme, including the Director of the Kampala office who had practical experience of already working from the ground, were seconded to TMT.
- Accenture have a three phase programme management model of assessment, design and implementation. In October 2011, the **assessment phase** began in earnest, with many IS staff members involved in discussions to determine the core functions of the IS, what the IS is seeking to do differently through the transition, what it is seeking to retain, and what it is seeking to stop doing altogether.
- The TMT worked with various teams to produce detailed project plans and realistic timeframes for the physical establishment of Regional Hubs. In order to strengthen some of the support services needed, the TMT worked with staff on an information management and strategy project including an extensive requirements gathering exercise to better determine how to spend resources strategically. They established an IT stakeholder group to ensure the organization's needs continue to be at the heart of IT investment. They also set up a working group to strengthen our approach to security and produced the Security Minimum Standards. A range of IS working groups were set up and consultations took place on individual pieces of work. Weekly reports and risk logs were produced to track and advance plans.
- With a view to readying the IS for change, the TMT worked with key stakeholders to introduce new ways of working including through matrix management; this is the idea of reporting to more than one manager, for example to a Hub Director and to a relevant team in London. They also worked with every programme in the IS to map out current activities and processes, and then used a working group of managers to map out the key existing processes and translated them into the intended processes which were then used for National Office design, Pathfinders and Hub matrix management design
- To ensure lessons were learned from the 2012-2013 planning process, the TMT led on a review of ISOP2, laid the foundations for the ISOP3 planning process and handed that work over to the new

Strategy and Evaluation Unit. While work had started in some teams to develop regionally specific strategies, the TMT established cross-functional working groups to ensure these strategies were developed in an integrated and meaningful way.

- However, at the end of the assessment phase, a number of questions remained outstanding, particularly with regard to staff roles and how these would change or be defined in the new structure.
- The subsequent **design phase** led by TMT therefore focused on the processes, decision matrices and approval processes that will support the proposed Hub infrastructure to determine how team structures and roles would need to be adjusted to align with new ways of working.
- During this phase in the second half of 2011, a GMT Advisory Group was established to meet every two weeks for discussions on the GTP, and meetings of IS staff (including one with the IEC Chair and Treasurer) and management considered the GTP proposals. There was a presentation on the GTP at the Directors Forum in Madrid, February 2012.

SLT 5-point plan

- In response to feedback and information gathered during the design phase, including evidence of serious gaps in the readiness of the organization (primarily focused on the IS) to change identified by Accenture, in April 2012 the SLT developed a 5-point plan to address these gaps and prepare for the implementation phase of the GTP:
 1. **Impact:** Focus on an integrated approach to achieving human rights impact
 2. **Integration:** Ensure the global model addresses our need to integrate functionally as well as geographically
 3. **Pathfinders:** Put in place the Pathfinder initiative to test the value of integration and working locally with Sections and partners in increasing our human rights impact and to ensure we identify and resolve the issues and challenges of the new way of working
 4. **Infrastructure:** Increase our capacity to address organizational and infrastructure challenges by putting a stronger focus on support services
 5. **Leadership & Talent:** Improve management and leadership capability
- Following this, a Joint Message from the IEC and the SG was issued in June 2012 on the GTP, announcing the launch of the Pathfinders. There were in-depth discussions at the Chairs Assembly around the Global Transition Plan in Barcelona, also in June. The questions that arose in response to the Joint Message, as well as questions at the Chairs Assembly and in meetings with staff were addressed in two lengthy Q&A documents in July and August.

Impact and Integration

- To start addressing the first two points in the GTP, the new Strategy and Evaluation Unit commenced its work to develop an integrated planning process for the next ISOP (2014-15) that will ensure a cross-functional IS and Section team are involved from the outset when planning projects. This will build on efforts made in the development of Critical Pathways to ensure clear theories of change for our work, as well as the current development of regional strategies that will articulate Amnesty International's approach and work in each region. Using the prioritized Critical Pathway projects as the basis for planning, there will be a much more integrated planning approach involving the IS and Sections.
- In addition, the Strategy and Evaluation Unit is working on expanding our impact assessment framework which is currently focused on the *Dimensions of Change* and is also ensuring we have ways to measure other organizational results. This will include consultation with key stakeholders including with all Critical Pathway Leads.
- To ensure planning for ISOP3 incorporates regional strategies that are coherent and developed in an integrated fashion, and to shape thinking on work in the regions in the new structure, a series of regional meetings were held in 2012 with Section Directors and working groups on Asia, the Americas, Africa and Europe. These strategy drafting processes are on-going with oversight and coordination from the Strategy and Evaluation Unit.

- A progress monitoring dashboard with KPIs for the IEC and SLT has been put in place, and will be improved over time.

Pathfinders and Infrastructure

- As a result of the outstanding questions under consideration at the end of the Assessment Phase, two Pathfinders were initiated in July 2012. Cross-functional teams with a regional remit were established to simulate the reality of working in a Regional Hub with a six-month life span. The two regions chosen were those that would be serviced from the Hong Kong and Johannesburg Hubs.
- The teams are currently in location testing the processes, functions and logistical realities of working from a Regional Hub. Specifically they are testing and capturing learning in the following areas :
 1. Roles
 2. Impact
 3. Interactions
 4. Information Technology and Information Management
 5. Processes
 6. Organizational Development & Human Resources Processes
 7. Security Policy
 8. Facilities
 9. Co-location of Regional Hubs and Sections
- The lessons learned through the Pathfinders are being fed back to teams in the IS in London in order to inform Hub job descriptions, process flows and Hub structures, with the aim of setting up the future Hubs and wider organizational processes for success.
- While the Pathfinders are underway, significant measures are being taken to put robust infrastructure in place that will support the new ways of working, bearing in mind the new and challenging requirements of a distributed centre as highlighted through the Pathfinder and consultation with staff.
- The one year Accenture assignment was completed as planned in September 2012. Following the strong recommendation from GMT, the SG appointed a Senior Director to run the Transition Management Team till December 2013.
- In November 2012, SLT agreed to extend the Pathfinders up to March 2013 due to logistical delays in the start date, particularly in Johannesburg.
- Based on feedback from Sections and staff as well as clear guidance from the IEC, the SLT has sought to improve communications with Sections through improved weekly briefings, written communications and through regular telephone conferences with Section Directors. The IEC also held meetings with Section Chairs in the second part of 2012. This has been matched by more systematic engagement with the managers in the IS and increased staff engagement.

Implementation Plan

- **Wave 1:** In 2012, resources have been focused on the Pathfinder locations and the physical set-up of two further African Hubs in Dakar and Nairobi. The Hong Kong Hub will be operational in the second quarter of 2013 with Johannesburg, Dakar and Nairobi shortly behind.
- **Wave 2:** The SLT is currently assessing the feasibility of a further three Hubs in Mexico City, Bangkok and Delhi which would open in 2014 with the full wealth of experience from the first phase of Hubs.
- **Wave 3:** 2015 will see the opening of the second Americas Hub in Lima or Bogotá, and a further Hub in MENA. Hub locations will be reviewed later in 2013 and at subsequent strategic points to ensure that the most up-to-date political, security, legal and visa analyses are applied when deciding which locations to take forward. The design of Europe and Central Asia in the GTP, beyond strengthening our presence in Moscow, will be revisited in late 2014.

- The exact timing of the move to virtual Hubs under the leadership of a single Regional Hub Director is being worked out but we hope to start them as soon as appropriate with whatever relevant capacity available, even as the opening of physical Hubs will be phased over time. ‘Virtual Hubs’ will simulate the future structure with all staff working full or part time for a particular Regional Hub geography working within an integrated accountability structure. This idea was tested early on in the Pathfinders, allowing teams to start working in a cross-functional way with a regional focus while the infrastructure for temporary relocation was still being worked out. This will be key for the ISOP3 planning process that is fast approaching; the aim is to have integrated planning in place for when teams are able to move to location and avoid the difficulties faced by the Pathfinder teams of implementing new ways of working based on plans set under the old structure.

2: Objectives of GTP & the plans to deliver change

Our vision: who we are and where we want to go

OUR VISION IS TO TRANSFORM AMNESTY INTERNATIONAL INTO A TRULY GLOBAL HUMAN RIGHTS MOVEMENT OF PEOPLE WHO ARE PASSIONATE ABOUT DEFENDING HUMAN RIGHTS FOR ALL

- In order to achieve this vision and with the aim of quadrupling our impact by 2020, we need to evolve and adapt, while retaining all that is distinctive about Amnesty International including our values and beliefs, our global identity, coherence and consistency, our independence and impartiality and the centrality of the individual.
- The objectives of the GTP are to:
 - Develop a new global, distributed way of working with a much stronger presence in the global South, enabling us to respond to changes in the world and to increase our ability to protect the human rights of all people.
 - Strengthen the capability of those whose rights are violated to claim their rights from governments and corporations, wherever they live.
 - Build public support in emerging economies.
 - Improve the speed and effectiveness of our response to human rights violations and crises, wherever they occur.
 - Establish a powerful online presence to mobilize younger women and men through global, regional and national campaigns.
 - Enhance our local relevance through our Sections and partners, strengthened and supported through powerful regional and international voices.
 - Ensure quality and rigour continues to drive all our work
- In leading the implementation of the GTP, the SLT committed that: we will be audacious but rigorous, agile but accountable and challenging but respectful.

How we will do this: Our objectives, which feed into the detail on Amnesty International’s roadmap for transition

By 2015 we will have delivered work around five key ‘P’s:

1. **PRIORITIES** - align the allocation and management of all staff and financial resources with our strategic priorities:
 - Establish clear thematic and geographic priorities and strategies within the ISP up to 2015 (Critical Pathways, Global Priority Statement (GPS), Country Prioritization, Big 5 initiative within the Growth Strategy) to guide research, advocacy and future thematic development.
 - From these areas draw out no more than three global – and winnable – campaigns
 - Allocate resources to strategic priorities through the integrated strategy, planning and budgeting process (RAM)
 - Increase investment in the global South.

- Agree an impact assessment framework.
2. **POSITION** - structure ourselves to be agile and able to respond to a changing world, now and in the future:
 - *One Amnesty* - reorganize our global operations so that we work in a more integrated and accountable way between the IS and Sections.
 - Move from a single to a distributed IS by establishing nine Regional Hubs in the global South.
 - Strengthen our BRICS initiatives, building on the work of National Offices in India and Brazil and use the learnings in other emerging economies.
 3. **PROCESSES** – optimize systems and processes to achieve operational excellence and cost effectiveness in a globally distributed IS:
 - Ensure more efficient, accountable and integrated planning process and systems.
 - Deliver high quality information, human resources, IT and security services.
 - Strengthen the GMT and establish Regional Advisory Groups (see Principles and Assumptions in Appendix 1 for further information on the Regional Advisory Groups) to improve synergies in planning and delivery between the IS and Sections.
 4. **PEOPLE** – retain, attract, and develop the best staff and volunteers in terms of competence, initiative, values-based behaviour and diversity:
 - Help and guide IS staff to feed Amnesty values and behaviours into everything we do.
 - Put in place robust and cost-effective people management and employment policies and tools, talent and succession planning and performance management systems.
 - Enhance management and leadership capability.
 - Improve our organizational development and change management capabilities and build trust and confidence between governance, management and staff.
 5. **PROFILE** – leverage our brand to maximize membership, income and profile:
 - Revitalize our global identity.
 - Join up campaigning, activism, fundraising and membership journeys across three clear global campaigns.
 - Achieve an annual income of €260million.
 - Grow membership to 5 million people, predominantly in the global South.

How we will measure our progress

- We are establishing systems and measures to enable us to track and communicate our progress at different levels. At the big picture level, this includes a greater focus on impact and how speed, quality, volume and relevance of our interventions influence our impact – the Pathfinders are an important way to explore this. Agreeing a robust impact assessment model, with baselines where appropriate, is the key first step.
- At the level of objectives, we are conducting two kinds of measurement: tracking of milestone progress (reflected visually through traffic light colouring); and linking organizational KPI data to specific GTP objectives where appropriate and useful.
- The table below is structured around the GTP objectives as stated above and provides examples of areas being tracked. Specific targets and more detailed measures have been developed for sub-categories of each objective, however these are not included here due to limited space. These will continue to be added to and adapted as we progress.

GTP OBJECTIVES	Progress Tracking
1. Priorities – align the allocation and management of all staff and financial resources with our strategic priorities	<ul style="list-style-type: none"> • Thematic and geographic priorities established and periodically reviewed / updated
	<ul style="list-style-type: none"> • Number of campaigns in 2014-15 and their effectiveness
	<ul style="list-style-type: none"> • Resource allocation by area for IS and Sections • Resource allocation by human rights theme (Critical Pathways expenditure)

GTP OBJECTIVES	Progress Tracking
	<ul style="list-style-type: none"> • Resource allocation by country (project expenditure by country prioritization) • Percentage of reports (and other products) by Critical Pathway / region • RAM meetings and processes established
<p>2. Position – structure ourselves to be agile and able to respond to a changing world, now and in the future</p>	<ul style="list-style-type: none"> • Financial KPIs – including relative spend in global North / South • Human rights impact monitoring framework developed and put into practice • Method for tracking speed, relevance, quantity and quality developed • Organizational KPIs developed and compiled in 8 areas
<p>3. Processes – optimize systems and processes to achieve operational excellence and cost effectiveness in a globally distributed IS</p>	<ul style="list-style-type: none"> • Development of regional strategies by March 2013 • Development of Regional Advisory Groups • Level of cross-movement collaboration in campaign planning and delivery • Number of entities reporting under Common Chart of Accounts (COCOA)
<p>4. People – retain, attract and develop the best staff and volunteers in terms of competence, initiative, values-based behaviour and diversity</p>	<ul style="list-style-type: none"> • 2013: Hubs in J'burg, Hong Kong, Nairobi, Dakar • 2014: Bangkok, Mexico City, Delhi • 2015: Lima/Bogotá, MENA • Staff location – London, Regional Hubs, other international offices
<p>5. Profile – leverage our brand to maximize membership, income and profile</p>	<ul style="list-style-type: none"> • India office established in 2011 • Brazil office established in 2011 • BRICS initiatives strengthened, particularly South Africa including through co-location with the Regional Hub • New forms of presence established in key countries e.g. Nigeria in 2013 • Reserves on or above the minimum reserves target level (Global Reserves Guidelines)
	<ul style="list-style-type: none"> • Improved planning and budgeting process • Integration of Regional Strategies in ISOP3 processes • Development of planning and information systems
	<ul style="list-style-type: none"> • Level of staff satisfaction in human resources, IT, information, security processes • Number and frequency of complaints (incidents of security threats/risks in case of security) • Timely set-up of required infrastructure
	<ul style="list-style-type: none"> • Behaviours recognized and referenced positively in staff survey responses • Values embedded in policies and practice
	<ul style="list-style-type: none"> • Talent mapping for succession planning completed • Resourcing plans for Regional Hubs established
	<ul style="list-style-type: none"> • New Human Resource policies in place
	<ul style="list-style-type: none"> • Learning & Development plan completed • Management workshops
	<ul style="list-style-type: none"> • Proportion of members, supporters and activists in global South and global North • Diversity of IS staff on key parameters • Consistent global branding
	<ul style="list-style-type: none"> • Year to date income • Integration of global campaigns
	<ul style="list-style-type: none"> • Total members, supporters and activists (and global North / South split)

GTP OBJECTIVES	Progress Tracking
	<ul style="list-style-type: none"> • Paying members and supporters (and global North / South split) • Non-paying members and supporters

3: Principles & Assumptions

Overview

- The principles and assumptions, detailed in Appendix 1 of this document, are intended to inform and guide the future design (particularly of) the IS as it goes through the change process under the GTP.
- The two core principles of the GTP are:
 - **Integration:** the reorganization of the IS to enable it to work in a more integrated, efficient and effective way across functions and across geographies as well as with Sections/Structures and partners; and
 - **Moving closer to the ground:** The move from a largely London-based to a globally distributed IS.
- The principles and assumptions re-affirm some core functions and roles which have helped forge Amnesty International's identity and success in the past, and which the organization should retain. Examples include: reiterating the principle that no-one in the movement is fully autonomous, and that actions taken by one part of the movement will impact on the rest of the movement; emphasising the importance of a strong centre to ensure global consistency and coherence; and the principle that Amnesty International is a movement of people, united against injustice, and organized democratically.
- They also introduce the principles and assumptions that will underpin integrated working by defining key roles, responsibilities and relationships, and which will help ensure that Amnesty International achieves its stated goals of "One Amnesty" and integrated working across the movement and with partners for greater human rights impact.
- The entities covered in these principles and assumptions are: 1) the IS, consisting of a Global Hub and Regional Hubs; 2) Sections and Structures; and 3) National Offices and new forms of presence
- The principles and assumptions do not list all the responsibilities and functions of the entities identified, but rather highlight the key purpose of each entity, as well as some of the main functions with regard to that purpose.

Sections, Structures, National Offices and new forms of presence

- Many commentators have asked whether the GTP will diminish the role of Sections and the membership. Amnesty International's greatest asset is our membership and it is precisely for this reason that the Growth Strategy, which is embedded within the GTP, seeks to expand our reach. In summary:
 - Sections, Structures, National Offices and new forms of presence are the primary operating entities for AI in individual countries
 - Membership, mobilization, activism and people power continue to be the driving force that is central to our theory of changes as an organization
 - While accepting the autonomous role and space of national boards and AGMs we are *One Amnesty*. We are not a federated organization. We are bound together by the international Statute, the ISP, the Core Standards (to be agreed at the 2013 ICM, see Decision 7 of the

2011 ICM), and international policies and standards. We are together for human rights, united against injustice.

- We are committed to increased global and regional coordination, using the GPS, Critical Pathways, regional human rights and growth strategies. Operationally we are committed to increased alignment under the GMT, and the Regional Advisory Groups.
 - The hubs will be responsible for coordination on all functional strategies and plans across their region, and Sections will work closely with the Hubs to deliver on our integrated plans.
 - Sections are committed to increasing the proportion of funds invested in the global South, and the IS is committed to expand its work in the global South and enhance the support and investment in key countries in the global South.
 - The Hubs will work closely with national local entities to ensure that this expanded presence results in increased impact for human rights, added value for the human rights movement, and a greater membership and activist base for AI to further increase our campaigning capacity.
- Specific questions have arisen regarding the role of Sections in the global North. The activist base in our largest Sections (in Europe, North America, Australia and New Zealand) is fundamental to our success as a movement. These Sections provide the funding for our entire operation. As we move to a new operating model, the changes we make must ensure we maintain and expand the power and influence of our activists in the global North.
 - A major challenge here is the reality that letters and emails from the global North are not always as potent as they once were. However, people power knows no borders, and we need our Sections in the global North to continue to grow, balanced with the growth in the South. Having stronger programmes and increased membership in the global South will allow Sections in the North to work in new ways, with partnerships and joint campaign initiatives between Sections in the North and in the South.

See Appendix 1 for the full Principles and Assumptions document.

4: Governance

- The IEC holds the SG to account for the implementation of the GTP, and provides the high level direction and decision-making necessary to enable the process.
- The IEC approves the operational plan and budget for the IS, including for the GTP. The IEC receives quarterly reports on progress and risks at its regular meetings.
- There is an IEC sub-group with specific responsibility for providing strategic oversight of the GTP. The sub-group meets regularly to provide input to the SG, and prepares for decision-making with the IEC. The IEC engages directly as necessary from a governance perspective on key elements of the GTP.
- The IEC in turn is accountable to the movement and has engaged in regular meetings with Section leaders, including by taking the decision to bring the 2013 Chairs' Assembly forward by two months. IEC members regularly meet with Section Chairs and Boards to discuss the GTP.
- Amnesty International is working towards stronger and more effective governance at international and national level. The report of Anne Owers (ORG 10/026/2011), Decision 1 of the 2011 ICM, and the steps taken to implement it (for example, the Compass/On Board report (ORG 70/006/2012), a stronger International Nominations Committee, a stronger Board Development Committee, and a new Governance Programme at the IS), are together building a more relevant and effective global governance system.
- The IS is increasing its support for the IEC to strengthen its governance capacity, for example, the new Strategy and Evaluation Unit at the IS has been tasked with providing more robust strategic information to ensure the IEC gets the analysis it needs in a timely way. The IS is also strengthening the governance tools available to Sections and Structures, for example with the development of Core Standards and the work of the Governance Committee.

Governance Milestones

- As we are taking strides to increase our impact for human rights, to grow and expand our reach, the vision and foresight of our elected leaders is fundamental. The joint Chairs' Assembly and Directors' Forum in February 2013 will be a great opportunity for the leadership to consider this Roadmap and the GTP, and provide stewardship, advice and guidance on how we strategically move forward.
- The IEC will meet in March and again in May and consider update reports on progress and risks, and guide the SG and SLT accordingly. The IEC and SLT will be attending Section and Structure AGMs to engage directly on the GTP.
- The 2013 ICM in August will be an opportunity to have thorough discussions on how the IEC has progressed with the directions set out in the Chair's Letter from the 2011 ICM. The accountability discussions we will have at the 2013 ICM in Berlin, the debates on Core Standards, new forms of presence, human rights and growth strategies, will further inform and direct the strategic aspects of the next phases of implementation.

5: Programme Structure

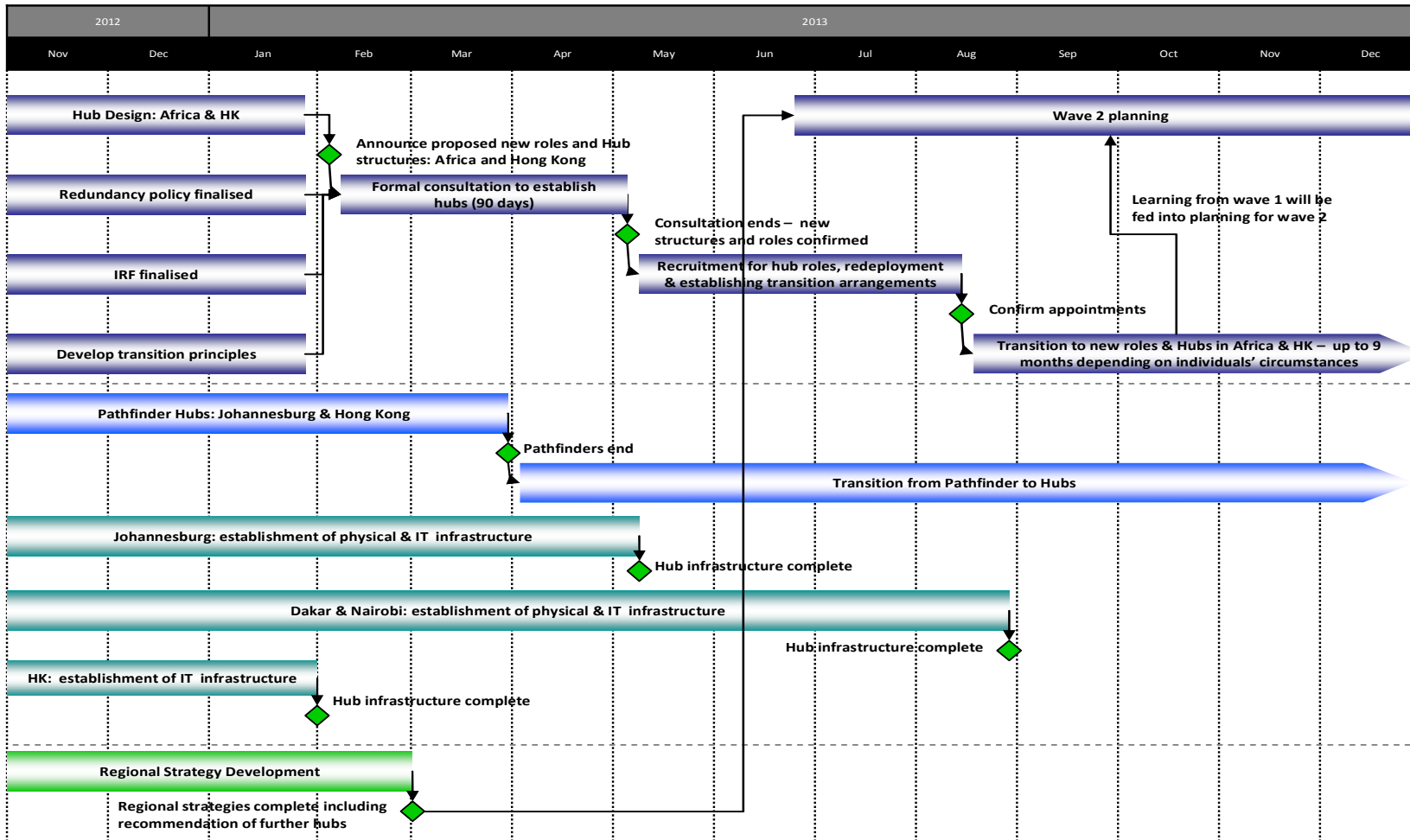
- The GTP has been broken down into eight work streams underpinned by the two Pathfinder Hubs namely:
 - Strategy and Evaluation
 - Organizational Design
 - Infrastructure
 - Human Resources, Infrastructure and People Processes
 - Leadership Development
 - Finance
 - Communications and Engagement
 - Quality Assurance
- The role of the Pathfinders is to feed in their learning to the work stream leads in order to shape the work that will deliver the future Hubs and integrated working.
- Each work stream is led by the relevant IS Programme Director with supervision from an SLT sponsor. The role of each work stream lead is to create and report on the progress of their activities and milestones, highlight any risks and issues, and, where needed, to recommend/implement mitigating action to get things back on track. Furthermore, they are required to adapt their plan and activities in order to respond to and build on learning from the Pathfinders.
- The role of the work stream sponsor (a member of the SLT) is to: support the work stream lead in scoping their work stream activities and milestones; provide guidance to keep things on track; and help to gain resolution to any issues, working with other sponsors when necessary.
- The role of the TMT, led by the Senior Director of Change and Transition, is to manage the overall programme of work, drawing on relevant experience from across the organization, holding work stream leads to account for the delivery of their milestones, and being accountable to the SLT (as the Steering Group for the programme) on progress.
- As the Steering Group, the SLT is expected to steer the progress of the programme, make key decisions and resolve issues that cannot be resolved at programme level.
- The TMT also briefs the IEC through the IEC sub-group on the GTP and the GMT Advisory Group on progress on a regular basis using a KPIs dashboard.

6: Programme Plan

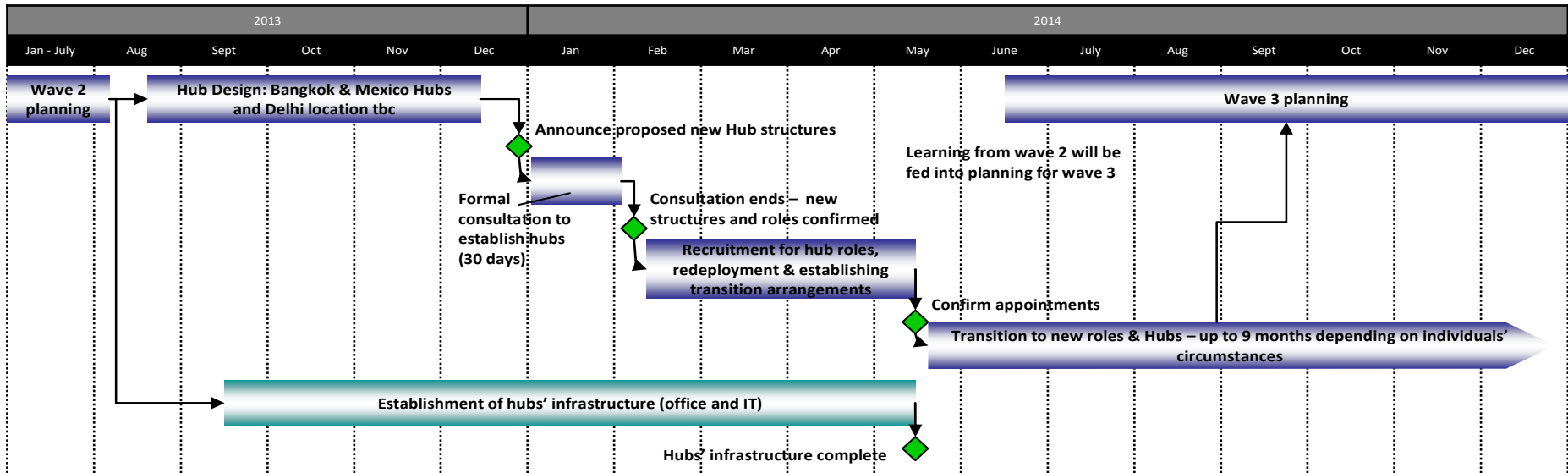
The following plan outlines the key milestones by work stream, along with dependencies and timelines to end 2015.

Please note this is a 'live' document and timescales will be subject to change. We will monitor progress against these milestones, identify any risks to achieving these, and put in place mitigating action to keep us on track.

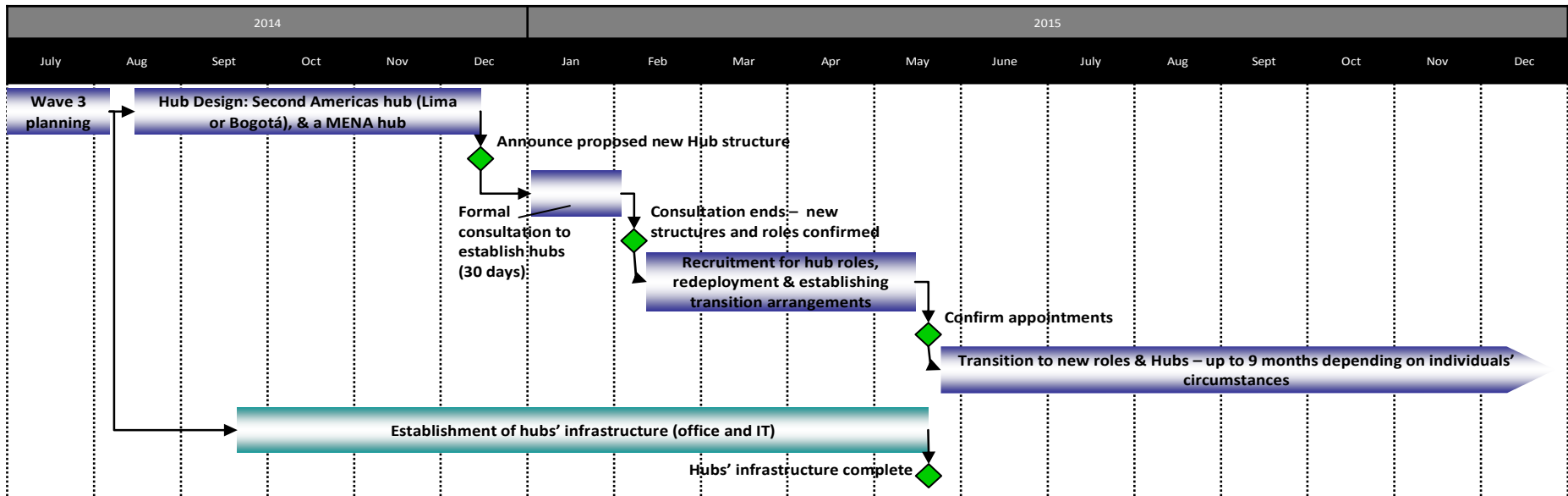
Moving Closer to the Ground – wave 1



Moving Closer to the Ground – wave 2



Moving Closer to the Ground – wave 3



7: Finances

GTP costs

This section lays out the cost estimates and assumptions behind the financial elements of the GTP, with a particular focus on the setting up of Regional Hubs.

The financial impact of the GTP is assessed in two parts:

1. Long Term Financials of the IS
 - o An assessment of the financial position of the organization from current (2012) position, throughout the years of the GTP (2012-15), and after completion of the GTP (2016-17).
2. One-off Costs of moving closer to the ground.
 - o The one-off costs of completing the restructuring of the IS in terms of setting up the Regional Hubs and moving appropriate roles, mainly from the current London base

Longer term financials

- The 2012 – 17 financials of the IS are expected to be as follows:

	2012	2013	2014	2015	2016	2017
	£m	£m	£m	£m	£m	£m
Income	53.8	59.8	62.7	66.0	68.8	74.1
Operating Expenditure	54.0	55.9	57.8	62.2	65.5	69.5
Other expenditure	1.4	2.4	2.0	2.0	2.0	2.0
Total expenditure	<u>55.4</u>	<u>58.3</u>	<u>59.8</u>	<u>64.2</u>	<u>67.5</u>	<u>71.5</u>
Surplus / (Deficit)	(1.6)	1.5	2.9	1.8	1.3	2.6
Capital expenditure	1.4	0.3	1.9	1.7	1.2	1.2
Closing Free Reserves	2.8	2.6	5.2	6.9	7.3	8.5
Operating Expenditure by Region						
London (Global)	39.0 72%	35.7 64%	26.0 45%	18.8 30%	19.5 30%	20.8 30%
Other Global	3.7 7%	3.3 6%	3.6 6%	3.9 6%	4.0 6%	4.3 6%
Regional Hubs / Global South	11.2 21%	16.8 30%	28.2 49%	39.6 64%	42.0 64%	44.4 64%
	<u>54.0 100%</u>	<u>55.9 100%</u>	<u>57.8 100%</u>	<u>62.2 100%</u>	<u>65.5 100%</u>	<u>69.5 100%</u>

- The increasing income is due to IS assessment income increasing from 28% of global income in 2012 to 32% of global income in 2017, in line with the new assessment mechanism agreed at the 2011 ICM, Decision 18.
- The increase in assessment allows us to increase our spend on resources in the global South from 21% in 2012 to 64% by 2017 in line with our strategy, while retaining a strong Global Hub in London.
- The forecast above shows financial information for 2016 and 2017, after the completion of the transition. This shows the change in spend by region shifting to the global South. The increasing expenditure and reserves available for the movement are an indication of growing financial stability and sustainability. Beyond 2015, expenditure plans will be adjusted to align with the next ISP.
- More detail on the long term IS financials and assumptions can be found in Appendix 2.

One-off costs of GTP

- The one-off costs of the GTP are expected to be as follows:

	London (Global) £m	Africa £m	Asia £m	Americas £m	MENA £m	TOTAL £m
Total Staff Related Costs	1.7	1.0	1.8	1.2	0.6	6.3
Non Staff Costs - Operating Expenditure						
Facilities	-	0.5	0.2	-	-	0.8
IT & Other	0.4	0.3	0.2	0.1	-	1.0
TMT Project Management	1.2	-	-	-	-	1.2
Total Operating Expenditure	1.6	0.8	0.5	0.1	0.0	3.0
Non Staff Costs - Capital Expenditure						
Facilities	-	0.4	0.4	0.3	0.2	1.3
IT & Other	0.2	0.2	0.2	0.1	0.1	0.8
TMT Project Management	-	-	-	-	-	-
Total Capital Expenditure	0.2	0.6	0.6	0.5	0.2	2.1
TOTAL GTP ONE OFF COSTS	3.5	2.5	2.9	1.7	0.8	11.5

- The GTP is estimated to cost £11.5m over 2012-2015.
- The staff-related costs above relate to redundancies, relocation and recruitment
- This forecast is made using current assumptions, and is subject to change as the GTP progresses. Changes will be captured via regular re-forecasting, and may include re-phasing of costs by year and re-allocations between cost areas, however we aim to keep within our total budget for GTP of £11.5m.
- At the same time and irrespective of the GTP, efficiencies are being implemented around the IS and every effort is being made to achieve greater value for money.

Headcount forecasts by Hub 2012-17

- The table below shows the changes in headcount by region between 2012 and 2017

	2012	2013	2014	2015	2016	2017
	<i>Actual at Oct 12</i>	<i>Budget</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>	<i>Forecast</i>
London (Global)	445	401	289	194	198	202
Other Global	40	34	35	40	41	42
Africa	19	62	68	93	95	97
Asia	13	23	83	107	109	111
Americas	-	-	38	45	46	47
MENA	4	4	4	28	29	29
ECA	5	5	5	10	10	10
Total	526	528	522	517	527	538

- These figures will be subject to a formal consultation process and regular budget re-forecasts.
- We assume a staged movement between our current headcount by location and the desired 2015 position, based on Hub opening dates. In 2016 and 2017 we assume headcount to be increasing by 2% per year across all locations, in line with increases in income.

8: Risk assessment and mitigation

On the one hand, every change comes with risks. At the same time, it is the duty of responsible management to make every reasonable attempt to identify and articulate the known risks and put in place mitigation

mechanisms. A detailed analysis of our risks and mitigation plans has been shared with the IEC, with the FAC looking at the financial risks in greater depth. A brief summary of this is presented below.

People and legal risks, and operational risks

- Over the two year period, there has been vigorous debate in the IS and across the movement about both the direction of change and the process that is being followed. Opinions have been divided on both. Increasingly, the majority of IS staff and Sections seem to be in favour of the vision and moving closer to the ground, but there are still key concerns about the implementation process which have been articulated in letters to the IEC and SG by IS staff and some Sections. In response, a Reference Group made of GMT Section Directors was set up by the IEC in December 2012 to recommend measures to increase trust and confidence between IS staff, SLT and Sections in the context of the implementation of the GTP.
- Minimizing further loss of committed and competent staff – and monitoring our ability to recruit and retain new talent – is a key element in the set of risks that we have identified. This is linked to the changes we are seeking to bring to our employment policies in line with the organization's changing needs, which also has some legal risks.
- Linked to this are risks associated with the delivery of our on-going work. Within the set of approved projects, we are identifying key projects from the perspective of human rights impact, GPS priorities and externally funded projects that will be prioritized for delivery with ring-fenced resources.
- We are also putting in place IT, facilities and human resource systems and policies, including on the issue of staff security.
- Further delays and uncertainty in implementing the GTP may lead to a risk of losing existing staff and missing key external opportunities for greater human rights impact. In order to mitigate these risks, we will ensure we get the right human resources advice and build the internal capability we need, work more closely with the staff and follow all legal processes.

Reputational risks and communications

- It is clear that there are risks to AI's external reputation and brand as we implement the GTP over the next two years. Sections have to deal with the additional challenge of dealing with long-standing members and staff who are not persuaded either by the direction of change or the implementation process. At the IS level, in order to address this, we have significantly increased and improved the quality and frequency of our communications within the IS and with Sections. We now have a more streamlined way of working on communications (both internal and external). Sections, particularly in Europe, where the risks are higher, are doing the same.

Independence and impartiality

- Amnesty International's independence and impartiality are cornerstones both of our organization itself and indeed of our effectiveness and credibility worldwide. These principles will continue to underpin our work throughout the transition period and beyond. We will anticipate and be alert to the challenges the transition brings, to ensure our key principles are preserved as we evolve in our work across locations and through new partnerships. Through AI's global identity and oversight, we will maintain and strengthen the rigour of our appointments, the testing of our political judgment, the quality of our outputs and the autonomy of our finances.
- The main risk mitigation strategy will be to put in place stronger quality assurance mechanisms as follows:
 - Maintaining and strengthening the quality of AI's outputs in a distributed model will be critical to the success of moving closer to the ground. A strong Quality Assurance (QA) framework, made up of clear standards and practices ensuring adequate substantive oversight at the international level, will be key to enabling more integrated working within the new model. This will help empower frontline researchers and other staff to be able to make decisions on the ground while retaining coherence and consistency across the organization.
 - Although there are some good standards already in place, they are erratically observed. Widely accessible and clear process flows, and a commitment to implementing them, will help support managers in ensuring that research and human rights policies are applied.

- AI works within a legal and policy framework, and has human rights policies on a wide variety of issues. Where gaps have been identified, for instance where we have developed policy by precedent, or where previous policy documents need updating, we are working towards ensuring that these – and all human rights policies – are up to date and available in a clear format to all staff.
- Research standards and practice are generally well articulated, and some training is provided on research methodology, although more extensive direct training, and adequate support and follow up of that training, would improve results. We are also working on improving recruitment procedures, with the aim of ensuring that we can attract people from a diverse background with appropriate skills and core competencies who will be able to deliver high-quality work.
- While working to improve existing practice, we also recognize that current policies, processes, and ways of working may need to be adapted to take into account new roles and structures, and to facilitate more integrated working in a distributed IS.
- A cross-functional working group has been set up to coordinate the work required to strengthen the QA system, ensuring it is fit for purpose in a decentralised model. The QA work stream will deliver the following in the short term:
 1. Updated travel proposal for all organizational travel, to make clear that all travellers must spell out the purpose of the trip and confirm that the travel has been discussed with relevant staff in other programmes. These proposals will be held centrally.
 2. Updated report-back for all travel: there should be adequate and shared report-back on all travel.
 3. Updated policy and procedures for section research
 4. Updated litigation procedures
 5. Review agreed process flows, identify and correct weaknesses in those flows, identify additional flows to be developed, informed by Pathfinder experience.
 6. Review existing policy summaries and identify additional summaries to be developed
 7. Review and dissemination of existing policies for social media use
 8. Guidelines for managers for assessing research [prior to editing and review]
 9. Guidance on recruitment practice to help ensure we get the staff we need
- We are also working on longer term questions: such as how we create a research community in a distributed environment and how we balance growth and impartiality where the issues that are strategic for the movement are unpopular locally.
- The Pathfinders have tested and will continue to test specific elements of the QA system; they have been able to provide feedback on elements that work and don't work well, along with recommendations on improvements. The launching of the Forced Evictions report in China from Hong Kong was a useful test case in this regard.
- To facilitate the sharing of information in the medium to long term, options for an integrated global platform are being explored. In the meantime, the GTP Wiki site has a QA page with links to relevant locations where AI policies can be found.

Financial

- The income estimates of Sections have historically tended to be conservative and are in any case based on forecasts and with a two year lag. However, as seen in the 2011 global income forecasts from Sections and Structures, we are on track to achieve the 35% growth goal for 2015. The economic crisis is of course quite exceptional, but despite some of the big Sections facing income shortfalls, so far, in overall terms, movement-wide income is holding up well. As a complement to regular movement income we now have the Norwegian Telethon funds that will be recognized as income over the next four years.
- As a proportion of total IS expenditure over the four year period, the GTP costs are less than 5%. As a proportion of total movement spend over the same period, it is around 1.3%. Ensuring that expenditure is within approved budget, rigorous monitoring of income and expenditure and making timely course corrections are the key elements in mitigating risk. We have systems in place for all of the above within the management structure, supplemented by governance oversight from the FAC, which advises the IEC. Good reporting mechanisms to the movement and the public are now in place, which ensures greater transparency and accountability. Further improvements are being made on an on-going basis to make the management accounts more easily understood by governors and staff in the IS and the movement.

9: The post-2015 model

- Amnesty International is in the midst of a major change process – we have undertaken this process to ensure that we will be a truly global human rights movement which is agile and accountable; audacious and rigorous, challenging and respectful. The imperative to make this change is driven by the rapidly changing external reality and has been repeatedly endorsed by the membership and the governing bodies of Amnesty International. To do so, we need to improve our systems, move closer to the ground and work in a more integrated manner, within the IS and also with our Sections, Structures and other activists. This will bring many benefits. We will be able to respond more rapidly to developing situations. We will be more engaged working side by side with other human rights activists and organizations as well as social movements. We will be well placed to provide support for human rights defenders at risk. And our campaigning, communications, advocacy and movement building work will be better attuned to the opportunities and challenges for human rights.
- As we engage in this critical change process we will conserve what we do and continue to do effectively and well – namely doing unimpeachable research and maintaining a powerful global voice through our campaigning and communications, through our advocacy, and through our rigorous legal and policy analysis. We will always keep individuals at the heart of our work even as we challenge abusive governments and other powerful actors. And we will always cherish our membership-driven movement.
- Amnesty International has become synonymous in many parts of the world with speaking truth to power, purely because of its willingness to take risks. If we had been historically risk averse, most of our incredible achievements would never have come about. Just as we made the difficult choice of expanding beyond POCs to torture and death penalty, from civil and political rights to economic, social and cultural rights, from state accountability to corporate accountability, from generic human rights to women’s rights, we are at another fork in the movement’s evolution. If we do not embrace change now, given the power of Amnesty International’s brand, we will no doubt cruise for another decade or so, but sustaining the movement beyond that will be uncertain. The biggest risk to Amnesty International is therefore the risk of status quo. As has been famously said: Ships are safest in the harbour, but that’s not what they are designed for.
- But we must also evolve our ways of working. We have to engage better in fraught political environments to have a positive human rights impact. We must be relevant without being relativist. We must honour our long term vision of being truly global with regard to the location of our operations, the approaches we adopt, the staff we employ, the partners we work with, the activists we stand with and the world we imagine.
- We must strive to increase our human rights impact by working in an integrated manner in which all the skills of our staff, partners and members are brought to bear in designing and implementing powerful interventions on the issues which we have identified as priorities for the Amnesty International movement. We must ensure that all the crucial elements of Amnesty’s approach – research, campaigning, advocacy, media engagement and more – are planned and implemented together into a seamless and therefore more effective way.
- It is important to celebrate the achievements of Amnesty International staff, members and supporters during an incredible 50 year period; but we must also acknowledge that we are well-placed to have significant positive human rights impact above and beyond what we do now. Given our credibility as Amnesty International, we can be at the cutting edge – even occasionally returning to our roots as “one of the larger lunacies of our time.” Countless people around the world thank us for daring to dream and striving for impact beyond what reason suggested was possible. We must never lose faith in the power of our dreams.
- The evidence of why this is the vision of the future is clear. Our existing offices in Kampala, Moscow and Hong Kong among others have demonstrated what we can do and how we must increase the resources we allocate to that work. Our Pathfinder initiatives are already demonstrating the positive impact of working differently.

- In both Johannesburg, and Hong Kong the Pathfinder teams have facilitated media relations through closer monitoring of news events and direct rapport building with media outlets and journalists. Working closely with country, campaign colleagues and Sections has enabled us to deliver more timely and relevant reactive work and, media response time has been quite dramatically improved through the Hub structure approvals process where we have – in some cases – been able to issue press releases, reactive quotes or get our spokespeople up for interview within a couple of hours of receiving information. Advocacy opportunities are on the increase due to our increased presence on the ground. A recent example was the South African government’s Department of International Relations and Cooperation requesting a meeting with the Johannesburg team as a result of an Urgent Action issued in October to address the problem of forced closures of shops belonging to refugees and asylum seekers in South Africa.
- Having an IS team in Johannesburg has shifted relations positively with AI South Africa and AI Zimbabwe. The close working relationship has led to more efficient collaboration between the Sections and the IS and subsequently better tailored support to the Sections in the sub-region.
- The Amnesty International of the future must be based on trust, rigor and accountability. We have empowered the Hong Kong office with the tools to take action on emerging human rights issues in the region without waiting for London to wake up. Our response is quicker, more relevant and more impactful as a result. Within hours of the events taking place we were able to draw the attention of the international media and Amnesty International members and supporters to the sentencing of Chen Kegui, nephew of exiled blind lawyer Chen Guangcheng, to three years and three months imprisonment, and to the plight of Mao Hengfeng, given 18 months ‘re-education through labour’ for campaigning against forced evictions and for reproductive rights in China – reminding oppressive governments that the world is watching.
- As we go through this process of moving closer to the ground, we will sometimes make mistakes – but we will learn from our mistakes. Those mistakes are not evidence of relativism, rather they are evidence of our desire to respond effectively to rapidly changing situations in a timely manner. It is absolutely within our gift to get this right without clinging to centralized control and onerous and bureaucratic systems that increasingly make us irrelevant. Trust and accountability are at the heart of this re-imagined Amnesty International.
- We are not just about physical location – we must also improve our systems to move with the times and make us more efficient. IT, finance, communications and HR may not be the exciting cutting-edge of human rights activism but without these systems working smoothly and efficiently we cause unnecessary frustration and waste time and resources that could be used to change lives.
- Amnesty International’s *raison d’etre* is to build a more rights-respecting world in which we use our “brand” as an instrument for impact – not treat it as an end in itself. When we cherish the institution of Amnesty International over our human rights work, we risk thinking that our existence is more important than the work we do. It is not easy to do human rights work. Those who abuse their power try to discredit us at every turn. We speak truth to governments, corporations, armed groups and groups and individuals who are willing to protect their privilege at any costs.
- People who are suffering human rights abuses need a human rights movement that grapples with how best to be effective in a constantly change world, with a 24 hour media cycle, a world of growing and dramatic disparities at every level, a world built on the dynamics of us and them across every imaginable divide, and a world in which privilege protects privilege.
- Amnesty International is privileged. That privilege must be brought to bear as a unique voice challenging privilege. It would be accurate to say that when Amnesty International is referred to as a UK-based human rights organization we may get more credit in some mainstream media. However, if we claim that we can only maintain our impartiality or have impact by being primarily based in London, we will have missed countless opportunities.
- We will face many challenges. They do not involve knowing the answer to every question but they do require us to be well-equipped as we begin our journey. Our goal is to function ever more effectively in an ever-changing world in which threats to human rights emanate from many sources and in many contexts. We need to unite around this vision and together build this new global Amnesty International.

- The world needs a vibrant, daring, questing Amnesty International movement. A movement that is truly global in its thinking, its approach, its actions, its membership, its funding, its governance, its staffing and consequently how it is perceived by our friends and foes alike. This is not just something we should aspire to become. It is what tens of thousands of people whose rights are violated on a daily basis would expect from us. Not sometime in the distant future, but now!

APPENDICES

Appendix 1: Principles and Assumptions

Introduction and Overview

- These principles and assumptions are intended to inform and guide the future design of Amnesty International as it goes through the change process under the GTP; and to promote integrated working across functions and geographies; with the movement and with non-AI partners, to ensure the organization achieves its goal of maximizing human rights impact.
- The GTP has been put in place to manage the institutional changes required in order to meet Amnesty International's vision of transforming the organization into a truly global movement for human rights; and to meet the aim of quadrupling the organizations' human rights impact by 2020.
- The two core principles of the GTP are:
 - Moving closer to the ground: The move from a largely London-based to a globally distributed IS; and
 - Integration: the reorganization of the IS to enable it to work in a more integrated, efficient and effective way across functions and across geographies.
- These principles and assumptions reaffirm some core functions and roles which have helped forge Amnesty International's identity and success in the past, and which the organization should retain, for instance reiterating the principle that no-one in the movement is fully autonomous, and that actions taken by one part of the movement will impact on the rest of the movement; and the importance of a strong centre to ensure global consistency and coherence; or the principle that Amnesty International is a movement of people, united against injustice, organized democratically.
- This document also introduces the principles and assumptions that will underpin integrated working, by defining key roles, responsibilities and relationships, and which will help ensure that Amnesty International achieves its stated goals of *One Amnesty* and integrated working for greater impact.
- The structures covered in these principles and assumptions are: 1) the IS, consisting of a Global Hub and Regional Hubs; 2) Sections and Structures; and 3) National Offices and new forms of presence. (National Offices are managed indirectly by the IS, are overseen by advisory boards, and aim to become Sections within the next 3-5 years. (e.g. Brazil and India) New forms of presence are the national structures we are building in new ways, .e.g. on-line Section model in Colombia, and affiliation model in Latvia).
- These principles and assumptions do not list all the responsibilities and functions of the structures identified below, but rather, highlight the key purpose of each structure, as well as some of the main functions with regard to that purpose.

Amnesty International	
Key Principles	
One Amnesty	<ul style="list-style-type: none"> • Amnesty International (AI) is a global community of human rights defenders working to an agreed strategic direction, on clearly defined priorities and plans, and with a coherent voice that strengthens our ability to have impact at the global, regional and country level • The movement consists of Sections and Structures (s/s), National Offices and emerging new forms of presence as pilot initiatives, bound by Core

Amnesty International	
Key Principles	
	<p>Standards to be agreed at the 2013 ICM</p> <ul style="list-style-type: none"> • No one part of the movement is fully independent or autonomous from the other but rather Amnesty International recognizes that the direction taken by one part of the movement impacts on other parts of the movement • Amnesty's global power is dependent on aligning its different entities from local to global. Effective locally relevant work, aligned to movement priorities, will complement and enhance globally relevant work; the diversity of AI's membership, and AI's global identity • A strong and accountable International Secretariat (IS), which is closer to the ground, and responsible for conducting the day-to-day affairs of Amnesty International, is key to ensuring greater alignment, coherence and unity, and for retaining the strong AI brand image, alongside an empowered and effective movement and non-AI partners • The IS includes the London office, global advocacy offices, National Offices and the globally distributed Hubs • To coordinate management across the movement there is a Global Management Team (GMT) and there will be regionally-based leadership teams composed of representatives from the IS, s/s and non-AI stakeholders. Details of the roles and responsibilities of the regional leadership are articulated further below.
Accountability	<ul style="list-style-type: none"> • The IS is accountable to the Secretary General (SG). The SG in turn is accountable to the International Executive Committee (IEC) and through the IEC to the movement. The Statute, the International Council Meeting (ICM), the Integrated Strategy Plan (ISP), and the proposed Core Standards, are the primary global accountability tools • S/s are membership-driven national entities (with rare exception where we have more than one Section in a country e.g. Canada and Belgium), accountable to nationally elected boards, who are in turn accountable to the IEC and the movement, through the Statute and the proposed Core Standards. National Offices and new forms of presence are accountable to the SG and in turn to the movement, and to their advisory boards where relevant • The IS and the movement are all required to work within the boundaries set through the ISP, and within the strategies and policy/legal frameworks as well as methodologies led by the IS. For managerial purposes, the ISP is currently broken down into: Global Priority Statements (GPS); country priorities; Critical Pathways and global campaigns • The INGO Accountability Charter applies to all AI bodies, while recognizing that AI is made up of legally independent entities
Project planning and delivery	<ul style="list-style-type: none"> • The IS, s/s and National Offices develop their human rights activities <ul style="list-style-type: none"> ○ based on the ISP, GPS, Critical Pathways and global campaigns; ○ ensuring that their work is both locally relevant and consistent with AI's global policies and priorities; ○ making the best use of expertise and resources of the global movement, particularly the campaigning capacity of the members and activists; ○ using integrated ways of working across functions and geographies; and ○ within the legal methodology and policy framework as defined by the IS • Strategy development, planning and evaluation will be integrated across functions and across regions, and will be aligned to all available human and financial resources within the s/s, National Offices and the IS.

International Secretariat Global Function	
Key Principles	
IS Global Remit and Core Functions	<ul style="list-style-type: none"> • The IS is the Secretariat for the Amnesty International movement and acts at all times in the interest of maximum human rights impact • IS global functions include strategy setting, legal and political analysis, policy analysis and development, litigation, standard setting; research, research oversight on behalf of the movement and quality assurance; crisis response; research and analysis; skills development; and, global campaigns • The IS works in a participative and inclusive way with rights-holders, partners and communities and will act in their interest at all times, in line with the principle to ‘do no harm’ • The IS provides a range of essential services to the movement <ul style="list-style-type: none"> ○ Ensures coordination and consistency through all parts of Amnesty International to maximize human rights impact; ○ Provides day-to-day guidance and leadership on setting and delivery of agreed priorities; ○ Provides support to s/s, National Offices and new forms of presence including, but not limited to, organizational development, crisis management and governance; ○ Develops, reviews and refines Amnesty International’s standards, policy positions, and core research and analysis methodologies and ensures consistent approaches and positions by all Amnesty International bodies; ○ Leads on design and development of strategies and of work on human rights abuses; ○ Leads Amnesty International’s work and response to human rights crises; ○ Generally will lead on the delivery of human rights work, particularly research and analysis in line with agreed policies and standards, and supports s/s and National Offices in the development of integrated plans for carrying out specifically identified research and campaigning, in line with agreed policies; ○ Leads and develops legal analysis, policy analysis, political strategy and global campaigns; ○ Defines and ensures alignment of global strategies, including our litigation strategy, growth strategy, communications strategy, advocacy strategy, etc; ○ Provides movement-wide financial services. • The IS is responsible for conducting the day-to-day affairs of Amnesty International. This includes but is not limited to <ul style="list-style-type: none"> ○ Maintaining a registry of all legal and organizational entities of AI including s/s and National offices; ○ Developing and, together with the movement, delivering on global, regional and national human rights strategies; ○ Standard setting on research, advocacy, campaigning, organizational development; ○ Implementing ICM decisions.
IS Structure	<ul style="list-style-type: none"> • The International Secretariat includes the Global Hub which will remain in London, and the Regional Hubs • The IS core functions will continue to be delivered through its Global Hub in London and through the Regional Hubs • Functions moving to the Regional Hubs are those most suited to distributed delivery for instance the research and analysis function; national and regional campaigning; support functions to the movement in that region; movement building and s/s support functions, regional media and regional

International Secretariat Global Function	
Key Principles	
	advocacy work.
Project Delivery	<ul style="list-style-type: none"> • The IS is responsible for the management of global work <ul style="list-style-type: none"> ○ Design/develop/implement project strategies around the critical pathways and global campaigns; ○ Working in close collaboration with the Hubs, s/s, National Offices, and new forms of presence, to ensure development and implementation of relevant and appropriate project strategies around research, global campaigning, communication, advocacy, membership action, movement building and global media; ○ Ensure strong linkages developed and maintained between the regional and global elements, to maximize impact at local, regional and global spheres. • The IS ensures integrated project delivery is achieved. There is: <ul style="list-style-type: none"> ○ Mutual accountability between the IS, Regional Hubs, s/s, National Offices and new forms of presence for their respective parts in delivery of joint projects ○ Enhanced communication between IS, Regional Hubs, s/s and National Offices and new forms of presence to ensure seamless delivery and understanding of all stakeholders progress • The IS monitors and reports human rights and growth impact achieved through integrated critical paths and global campaigns
Relationship Management	<ul style="list-style-type: none"> • The IS manages key global stakeholder relationships and partnerships including: <ul style="list-style-type: none"> ○ Global Media; ○ Global Inter-governmental organizations including but not limited to the UN and affiliated bodies; ○ Global NGOs for instance partnerships developed in relation to global campaigns or research ○ Global, regional and together with s/s where relevant national partners key to the delivery of the human rights goals ○ Global donors.
Leadership	<ul style="list-style-type: none"> • The Secretary General (SG) is the head of the IS under the direction of the IEC • The SG and a senior executive team will form the Senior Leadership Team (SLT), which will ensure the implementation of the decisions of the ICM. This includes but is not limited to: <ul style="list-style-type: none"> ○ Responsibility for ensuring delivery of agreed priorities and plans (ISP, Global Priority Statements, Critical Pathways, country priorities and global campaigns); ○ Responsibility for ensuring resources are aligned to agreed strategy and plans in the annual budget process, incorporating the Resource Allocation Mechanism (RAM); ○ Responsibility for AI's policy positions that move beyond existing legal standards; ○ Responsibility for ensuring all AI research and analysis remains strong, coherent and consistent with agreed policies and standards; ○ Responsibility for maintaining a strong and coherent national and local-focus particularly through our s/s, and regional and international voices particularly from the IS. • The SLT will approve all proposed regional and global strategies and plans before final sign off by the IEC • The SG convenes the GMT and consults with them as appropriate in line with their terms of reference on key operational initiatives.

International Secretariat Global Function	
Key Principles	
Movement Building and fundraising	<ul style="list-style-type: none"> • Responsible for delivery of global growth strategy in coordination with Regional Hubs, s/s, National Offices and new forms of presence • Provide coordination and support as required to the movement including; <ul style="list-style-type: none"> ○ Support for global and national governance; ○ Leadership building and training for s/s Directors and Chairs; ○ Support for s/s resourcing through the RAM; ○ Organizing meetings of the international bodies; ○ Provide organizational development support; ○ Crisis management; ○ Skills building on core Amnesty International functions including activism, human rights education, research and campaigning.

Regional Advisory Groups

Regional Advisory Groups	
Key Principles	
RAG Structure	<ul style="list-style-type: none"> • The Regional Advisory Group (RAG) will be constituted by the Senior Director for Operations, in consultation with the Regional Hub Director, and the GMT. Initially, there will be one RAG for each continent, starting with Africa and Asia, and led by the Senior Director for Operations. • Composition: <ul style="list-style-type: none"> ○ All Hub Directors from the region ○ The regional Research Director ○ Three s/s and/or National Office Directors ○ Up to two regional stakeholders • The s/s Directors will be rotated in a staggered approach every three years • In certain cases, s/s Directors from outside the region will be invited to join the Regional Advisory Group. • The Senior Director of Global Operations will actively seek input from relevant staff from each directorate at the global level responsible for each geography
RAG Remit	<p>STRATEGY:</p> <ul style="list-style-type: none"> • Review and make recommendations in regard to regional strategies (includes regional research, advocacy, media, campaigning, movement building, activism, etc) • Within the framework of the ISP, country prioritization frameworks, Critical Pathways and global campaigns, provide strategic advice for decision-making in regards to: <ul style="list-style-type: none"> ○ Regional trends; ○ Priority countries for AI work; ○ Priority human rights issues for AI work; ○ Resource allocation; ○ Integrated global, and regional human rights and growth strategies including for countries without s/s presence; ○ Balance between locally relevant and global work. <p>PLANNING:</p> <ul style="list-style-type: none"> • Review and make recommendations in regards to the Regional Hub Portfolio of globally, regionally and continentally relevant work proposed for Operational Planning before it is submitted to SLT for approval

Regional Advisory Groups	
	<ul style="list-style-type: none"> Review and make recommendations on the portfolio of planned Critical Pathway work for the continent, including Work on Own Country (WOOC), before it is submitted to SLT for approval. Consult on Regional Operational Plans with s/s, National offices and Regional Hubs Advise and support the RAM process <p>GENERAL:</p> <ul style="list-style-type: none"> Function as a primary interface between s/s and the Hubs in the region Share best practices and experiences for integrated capacity building Provide leadership and strategic oversight.
Key Assumptions	
RAG Structure	<ul style="list-style-type: none"> The RAG will be continental or regional initially, but as the organization progresses in opening additional Hubs, there will be one per Regional Hub. Criteria for inviting key regional stakeholders (internal and external to the region) to serve on the RAG will be developed and standardized for all Criteria for inviting s/s external to the region could include: <ul style="list-style-type: none"> S/s involved in organizational development with s/s in the region; S/s with shared plans with s/s in the region; S/s heavily involved in a global or regional campaign being run by the s/s in the region.
RAG Remit	<ul style="list-style-type: none"> The RAG role in the OP Process will be finalized and documented as strategy and planning processes are further developed. Members of the RAG will be appropriately skilled in one or more of the skills below. The overall skill set in the RAG will comprise of at least all the skills below: <ul style="list-style-type: none"> Strategic planning and development Leadership Decision-making Fundraising Developing partnerships and opportunities Regional experience Human rights Movement growth.

Regional Hubs

Regional Hubs	
Key Principles	
Project Planning	<p>In order to drive human rights impact through more responsive research, analysis, advocacy and government relations, public representation and other media work, Hubs will endeavour to:</p> <ul style="list-style-type: none"> Ensure increased efficiency and integration in project planning Ensure that integrated plans are created, together with the s/s Director for countries where we have s/s Work closely with s/s, National Offices, new forms of presence and local partners to identify, plan and deliver locally relevant human rights work linked to global/ regional strategies, including prioritization and resourcing of project work Work closely with non-AI partners where relevant, particularly where there are no s/s, to identify, plan and deliver as appropriate human rights

Regional Hubs	
	<p>projects. Any such involvement in countries where there are s/s would be in full consultation with the relevant AI entity;</p> <ul style="list-style-type: none"> • Ensure integrated planning occurs between Regional Hubs, s/s and National Offices, taking into account s/s capacity. • Ensure IS, Regional Hub, s/s and National office Planning Cycles are synchronized.
Project Delivery	<ul style="list-style-type: none"> • Responsible for management of regional work <ul style="list-style-type: none"> ○ Enable design/develop/implementation of project strategies for research, regional campaigning, communication, advocacy, human rights education (HRE), movement building, and fundraising in consultation with relevant stakeholders. • Ensure integrated project delivery achieved <ul style="list-style-type: none"> ○ Mutual accountability between IS, Regional Hubs, s/s and National Offices. ○ Enhanced communication between IS, Regional Hubs, s/s, National Offices and non-AI partners to ensure seamless delivery and understanding of all stakeholders' progress • Monitor and report human rights impact achieved through integrated regional project work. • Responsible for coordinated delivery of Regional Growth Strategies and targets
Hub Director	<ul style="list-style-type: none"> • Hub Director will be line managed by the Senior Director, Operations, with key relationships with all key stakeholders from all parts of the IS. Hub director will work closely with s/s and National Office Directors to drive human rights impact and promote integrated working with relevant staff from each directorate at the global level responsible for each geography <ul style="list-style-type: none"> ○ Jointly define country strategies, priority setting, and resource allocation ○ Jointly define partnership needs between Regional Hub, s/s, National Offices and new forms of presence. • Hub Director will lead and implement functional regional strategies, for example regional advocacy, campaigning or HRE strategies. • Hub Directors will lead the RAG and be responsible for: <ul style="list-style-type: none"> ○ ensuring development of continental human rights and growth strategies; ○ ensuring continental integration of plans; ○ horizon scanning for relevant political developments/human rights trends across the region; ○ acting as key point person between the RAG and the IS in London; ○ monitoring and reporting on regional impact of work delivered.
Training Support for s/s in Region	<ul style="list-style-type: none"> • Together with Directors of local entities, and the relevant global function leads, provide training support in line with agreed prioritization and available resources to s/s, National Offices, new forms of presence and non-AI partners where relevant, on, but not limited to: <ul style="list-style-type: none"> ○ Activism ○ Membership growth ○ Campaigning ○ Production of campaigning materials ○ Lobbying and advocacy ○ Fundraising ○ Communications and media ○ Partnership management ○ Active participation in campaigning ○ Leadership development ○ Governance

Regional Hubs	
	<ul style="list-style-type: none"> ○ Project planning and strategy development ○ Monitoring and evaluation (impact & project management) ○ Financial budgeting, planning and management ○ IT Infrastructure and processes ○ Organizational development and human resource support services ○ Resource Allocation Mechanism and grant managing
Hub Regional Responsibilities	<ul style="list-style-type: none"> ● Working together with the s/s in the region, the Regional Hub will: <ul style="list-style-type: none"> ○ Have a key role in leading the response to human rights crises within each region, working closely with the global research and crisis programme, in order to enable faster response time. They will also provide s/s with timely support to human rights crises where relevant. ○ Provide regional external trends analysis. ○ Develop/coordinate strategies for countries where no s/s presence. ○ Develop regional fundraising strategies in consultation with s/s (where Regional Hub has fundraising capacity). ● Working together with the relevant entity Director, support local research for WOOC together with the relevant global functions (research, campaigns, law, policy, etc.) to ensure strategic coherence with agreed priorities, consistent approaches and standards used for approved WOOC projects.
Resource Allocation Mechanism	<ul style="list-style-type: none"> ● The Hub Director will make recommendations in consultation with the RAG on the Resource Allocation Mechanism to the Strategy and Evaluation Unit for decision by SG and GMT. ● They will review project proposals and ensure alignment with regional strategy.
Relationship Management	<ul style="list-style-type: none"> ● Manage key regional stakeholder relationships and partnerships including: <ul style="list-style-type: none"> ○ Regional inter-governmental organizations ○ Regional and where appropriate national NGOs ○ Regional media contacts ○ Other key regional fora and institutions
Hub Infrastructure	<ul style="list-style-type: none"> ● Manage Regional Hub infrastructure to ensure effective leadership, governance, and accountability. <ul style="list-style-type: none"> ○ Finance ○ ODHR ○ Security ○ Legal ○ IT.
Key Assumptions	
Structure	<ul style="list-style-type: none"> ● Hub Director with extensive experience successfully building and maintaining regional relationships, and conducting high level advocacy ● Structured in a way to reduce bureaucracy and speed up decision making while maintaining agreed rigour and practices necessary to ensure quality control is carried out at the appropriate level ● Regional Hubs are made up of IS staff line managed by the Hub Director ● Staff may be in the Hub Location and may be co-located as appropriate with a s/s or in the London IS office (virtual Hub) - during the transition period, there may be staff located in London and reporting to the Hub Director
Decision Making	<ul style="list-style-type: none"> ● The Regional Hub will ensure that sub-regional strategies are fully coherent and in line with global strategies ● The Regional Hub will ensure all work is within Core Standards and will work in a way to promote <i>One Amnesty</i>.

Regional Hubs	
	<ul style="list-style-type: none"> The RAG will be consulted on key decisions. Relevant s/s, National Offices and new forms of presence in the region will be involved and consulted on decisions impacting their work. Partners will be including in decision-making through a participative approach where relevant.
Communication, Interaction, and Role Clarity	<ul style="list-style-type: none"> Consistent communication structures will be established between Hub Director, s/s and National Office Directors in the region AI's Guidelines for Prevention of Conflict will be utilized for integrated relationships Necessary information for collaboration will be available to Regional Hubs, s/s, National Offices, and new forms of presence Roles and accountabilities of teams and individuals will be clarified Retain key relationships to relevant global functions, through a matrix management structure, which provide global strategic directions and support resources and quality of delivery of Amnesty core competencies out of the Regional Hubs The Hub Director reports to the Senior Director of Operations and is primarily accountable to the SG through this line. But s/he will perform his/her role under the guidance of the RAG.

Sections, Structures, National Offices and new forms of presence

Sections/Structures/National Offices/new forms of presence	
Key Principles	
Project Planning	<ul style="list-style-type: none"> S/s Annual General Meetings (AGMs) set national strategy and elect boards to provide the strategic direction and oversight for plans. These plans should be in line with the ISP and global priorities, as well as regional strategies. S/s will work with Regional Hub as partners in project strategy and project planning and particularly in: <ul style="list-style-type: none"> Strategy development Priority setting Tactical decisions Resource allocation Local entities will develop local campaign priorities and plans in response to local analysis. Send their delegations to the ICM and, collectively with the IEC, determine key direction and strategy for the movement. Adhere to the Core Standards (for consideration at the 2013 ICM) and the principles of <i>One Amnesty</i>.
Project Delivery	<ul style="list-style-type: none"> Responsible for management of s/s, National Office and new forms of presence work at national level <ul style="list-style-type: none"> Design/Develop/Implement national growth and human rights work including local and regional campaigns that maximize activism and membership engagement for human rights impact, local media and communication, organization & membership building, HRE and partnerships, fundraising and advocacy. National research (WOOC) will be coordinated with the Regional Hub, in line with WOOC Guidelines in close conjunction with the research and other relevant directorates at a global level. The current review of WOOC Guidelines should help us to integrate research better at the planning stage.

Sections/Structures/National Offices/new forms of presence	
	<ul style="list-style-type: none"> ○ Where relevant, develop and shape agreed Centers of Expertise in alignment with the appropriate Global Strategies. ● Ensure integrated project delivery achieved. <ul style="list-style-type: none"> ○ Mutual accountability between IS, Regional Hubs, s/s and National Office as <i>One Amnesty</i> through Core Standards (in development), CoCoA, Global Strategy, Planning and Financial Policies for more integrated planning and reporting, etc. ○ Manage s/s/National office communication between IS and Regional Hub to ensure seamless delivery
Relationship Management	<ul style="list-style-type: none"> ● Manage key national stakeholder relationships and partnerships in consultation where appropriate with the Regional Hub including: <ul style="list-style-type: none"> ○ National government, political, regulatory and diplomatic institutions ○ Local NGOs and national branches of regional/global NGOs, ○ Local media contacts ○ Major donors and institutional donors
Leadership	<ul style="list-style-type: none"> ● S/s and National Office directors will work with the Hub Director to promote integrated working. ● Jointly define country strategies, priority setting, and resource allocation ● Jointly define partnership needs between Regional Hub, s/s and National Office. S/s/National Office Director will lead and implement national advocacy, campaigning, communications, fundraising, movement building strategies.
Capacity Building	<ul style="list-style-type: none"> ● Provide capacity building for members and partners in the area of human rights work and development, with support from the Regional Hub where agreed.
Section Infrastructure	<ul style="list-style-type: none"> ● Manage s/s/National Office infrastructure to ensure effective leadership, governance, and accountability in line with Core Standards, and other global standards and policies. <ul style="list-style-type: none"> ○ Governance ○ Finance ○ ODHR ○ Security ○ Legal ○ IT ○ Planning and evaluation
Key Assumptions	
Project Planning and Prioritization	<ul style="list-style-type: none"> ● S/s and National Offices are responsible for work at local level, and will decide through inclusive planning and prioritization processes at governance and operational level on the human rights and growth priorities and plans for the entity. ● The IS may initiate human rights projects on any country in the world in line with global and regional plans and priorities. S/s and National Offices are the primary Amnesty International operating entity in their respective countries/ territories and will be involved in all stages of project development and delivery on that country. ● S/s/National office will be jointly accountable with the Hub Director for work in their own country, where the s/s has included the work in their plans. ● S/s/National office will align work including WOOC with Global and Regional Strategies.

Appendix 2: IS Global Transition Financial Overview (including actual and forecast)

IS Financial Forecast 2012-2017: Income

Global income allocated to international spend	2010	2011	2012	2013	2014	2015
	£m	£m	£m	£m	£m	£m
Income of funding sections	176.7	185.9	185.7	193.8	203.3	214.4
Secretariat external income	-	-	7.8	7.4	3.3	3.5
Total Global Income	176.7	185.9	193.4	201.2	206.5	217.9
Assessment payable in	2012	2013	2014	2015	2016	2017
	£m	£m	£m	£m	£m	£m
Assessment income per 2011 ICM Decision	49.3	49.5	56.2	60.1	64.7	70.1
<i>% of global income available for international spend</i>	<i>27.9%</i>	<i>26.6%</i>	<i>29.0%</i>	<i>29.9%</i>	<i>31.3%</i>	<i>32.2%</i>

IS Income Forecast	2012	2013	2014	2015	2016	2017
	£m	£m	£m	£m	£m	£m
Assessment income	49.3	49.5	56.2	60.1	64.7	70.1
Provision	(3.1)	(3.0)	(3.5)	(3.7)	(0.4)	(0.5)
AVCs	3.0	3.6	1.2	1.1	-	-
Assessment in transition	1.7	1.4	1.1	1.1	1.2	1.1
Total Income from Sections	50.9	51.5	54.9	58.6	65.5	70.6
<i>% Increase in income from sections</i>		<i>1.1%</i>	<i>6.6%</i>	<i>6.9%</i>	<i>11.7%</i>	<i>7.9%</i>
Norwegian Telethon	-	5.0	4.3	4.3	-	-
Other fundraising income	2.6	3.0	3.2	2.8	3.0	3.2
Other income	0.3	0.3	0.3	0.3	0.3	0.3
Total Other Income	2.9	8.3	7.8	7.4	3.3	3.5
Total IS Income Forecast	53.8	59.8	62.7	66.0	68.8	74.1
<i>% Increase in Total IS Income</i>		<i>11.1%</i>	<i>4.4%</i>	<i>6.2%</i>	<i>3.6%</i>	<i>8.3%</i>

Using forecast section income figures from the Standard Financial Reports (SFRs) received in mid-2012, we can forecast assessment due to the IS. IS assessment income increases from 28% of global income in 2012 to 32% of global income in 2017. This percentage is based on the assessment calculation per the 2011 ICM. Note that the percentage excludes provisions (for non-payment) and Additional Voluntary Contributions (AVCs). The increase in assessment percentage leads to an annual increase in IS income from sections of 6-11% between 2014 and 2017

IS Financial Forecast 2012-2017: Expenditure

IS Expenditure Forecast	2010/11**	2011**	2012	2013	2014	2015	2016	2017
	£m	£m	£m	£m	£m	£m	£m	£m
Income	52.4	52.7	53.8	59.8	62.7	66.0	68.8	74.1
Human Rights Work (IS)	26.4 58%	30.2 58%	31.7 57%	30.8 53%	31.3 52%	33.0 51%	36.0 53%	39.0 55%
Human rights work by sections and structures (IS funded)*	3.2 7%	4.0 8%	4.8 9%	6.1 10%	7.1 12%	8.5 13%	9.5 14%	9.8 14%
Subtotal HR work	29.6 65%	34.2 65%	36.5 66%	36.9 63%	38.4 64%	41.5 65%	45.5 67%	48.8 68%
Fundraising, Support & Governance	10.0 22%	12.3 24%	12.8 23%	13.4 23%	13.5 23%	15.0 23%	16.0 24%	16.5 23%
Grants to sections and structures (non HR work)*	1.4 3%	1.7 3%	2.1 4%	2.6 4%	3.0 5%	3.7 6%	4.1 6%	4.2 6%
GTP	- 0%	- 0%	1.4 3%	3.0 5%	2.9 5%	2.0 3%	- 0%	- 0%
Other restructuring	- 0%	- 0%	1.2 2%	- 0%	- 0%	- 0%	- 0%	- 0%
Subtotal - operating expenditure	40.9	48.2	54.0	55.9	57.8	62.2	65.5	69.5
Other expenditure (mainly depreciation)	4.7 10%	4.1 8%	1.4 3%	2.4 4%	2.0 3%	2.0 3%	2.0 3%	2.0 3%
Total expenditure	45.6	52.3	55.4	58.3	59.8	64.2	67.5	71.5
Forecast Surplus / (Deficit)	6.8	0.4	(1.6)	1.5	2.9	1.8	1.3	2.6
Total grants to sections and structures	4.5 10%	5.7 11%	6.9 12%	8.7 15%	10.1 17%	12.2 19%	13.5 20%	14.0 20%

* 70/30 split of grants between human rights work and fundraising, support and governance, based on analysis of sample of sections

** The financial reporting period of the IS changed in 2011, therefore "2010/11" above represents the 12 month period ended March 2011, and "2011" represents the 12 month equivalent period ended December 2011.

- 2014 – 2017 are current financial forecasts and are subject to change following annual budget setting.
- The increase in assessment allows us to increase our spend on resources based in the global South through grants to Sections and Structures and through Regional Hubs.
- Our investment in human rights work increases by 65% from 2010 to 2017, from £29.6m to £48.8m.
- This allows us to have more research, campaigning, advocacy and movement building capacity distributed primarily across our Regional Hubs in the global South, with central roles in London and some of our advocacy teams in New York and Geneva.
- This also allows us to increase spend in the global South via grants to Sections and Structures. We forecast a 211% increase in grants to Sections and Structures between 2010 and 2017, from £4.5m to £14.0m. This includes spend in countries such as Brazil, India, Nigeria, Indonesia and Egypt, where Amnesty has historically had little presence, despite the significance of these countries both in terms of human rights abuses and as emerging global powers.

Capital Expenditure, Reserves and Operating Expenditure by Region 2012-17

<u>Capital Expenditure, Reserves & Operating Expenditure by Region</u>	2012	2013	2014	2015	2016	2017
	£m	£m	£m	£m	£m	£m
Capital expenditure						
GTP	0.5	0.5	0.7	0.5	-	-
Other	0.9	1.0	1.2	1.2	1.2	1.2
Sale proceeds	-	(1.2)	-	-	-	-
Total net capex	1.4	0.3	1.9	1.7	1.2	1.2
Opening Free Reserves	4.6	2.8	2.6	5.2	6.9	7.3
Surplus / (Deficit) for year	(1.6)	1.5	2.9	1.8	1.3	2.6
Overall capex impact	0.9	0.1	1.0	1.0	0.7	0.7
Funding for defined benefit pension scheme	(1.1)	(1.2)	(1.2)	(1.2)	(1.2)	(1.2)
FIF loans repaid / (granted)	-	(0.6)	-	-	(0.3)	(1.0)
Closing Free Reserves	2.8	2.6	5.2	6.9	7.3	8.5
Target minimum reserves	4.8	5.0	5.3	5.6	5.8	6.1
Amount above / (below) target minimum reserves	(2.0)	(2.5)	(0.1)	1.3	1.5	2.3
<u>Operating Expenditure by Region</u>						
London	39.0 72%	35.7 64%	26.0 45%	18.8 30%	19.5 30%	20.8 30%
Global	3.7 7%	3.3 6%	3.6 6%	3.9 6%	4.0 6%	4.3 6%
Asia	2.3 4%	3.4 6%	9.3 16%	12.4 20%	13.2 20%	14.0 20%
Africa	3.8 7%	6.3 11%	9.8 17%	13.2 21%	13.9 21%	14.5 21%
Americas	2.4 4%	3.4 6%	5.5 10%	6.9 11%	7.3 11%	7.7 11%
MENA	1.4 3%	1.4 3%	1.9 3%	4.6 7%	5.0 8%	5.4 8%
ECA	1.4 3%	2.3 4%	1.8 3%	2.5 4%	2.6 4%	2.8 4%
Total expenditure	54.0 100%	55.9 100%	57.8 100%	62.2 100%	65.5 100%	69.5 100%

- Spend in the global south will increase from 22% in 2012 to 64% by 2017, ensuring our resources are aligned to where human rights abuses are the greatest, while still maintaining a strong Global Hub in London

GTP Expenditure 2012-15

	2012			2013			2014			2015			Total		
	Opex £m	Capex £m	Total £m	Opex £m	Capex £m	Total £m	Opex £m	Capex £m	Total £m	Opex £m	Capex £m	Total £m	Opex £m	Capex £m	Total £m
Total Staff Related Costs	0.4	-	0.4	1.4	-	1.4	2.4	-	2.4	2.1	-	2.1	6.3	-	6.3
Non-Staff Related Costs															
Facilities	0.2	0.2	0.4	0.6	0.3	0.9	-	0.5	0.5	-	0.3	0.3	0.8	1.3	2.1
IT & Other	0.5	0.3	0.7	0.3	0.2	0.5	0.2	0.2	0.4	-	0.1	0.1	1.0	0.8	1.8
TMT Project Management	0.4	-	0.4	0.6	-	0.6	0.3	-	0.3	-	-	-	1.2	-	1.2
Total Non-Staff Related Costs	1.0	0.5	1.5	1.5	0.5	2.1	0.5	0.7	1.2	-	0.5	0.5	3.0	2.1	5.1
Total	1.4	0.5	1.9	3.0	0.5	3.5	2.9	0.7	3.6	2.0	0.5	2.5	9.3	2.2	11.5

- The increase in assessment will also contribute to funding part of the GTP, scheduled to cost approximately £11.5m over 2012-2015. This one off investment in setting up Regional Hubs is crucial to having greater relevance and impact in the regions where human rights abuses are the greatest