Making Amnesty International a truly global movement for human rights:

Blueprint for an integrated and results-driven IS, closer to the ground

ORG 30/011/2011

DRAFT **5 August 2011**

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1. Background and purpose

This document presents the plan for reorganizing the International Secretariat (IS) to increase Amnesty International's human rights impact and growth, particularly in the global South and East. It covers the proposal for a new global organization structure and the plan for moving from a single (but splintered centre) to a distributed (but integrated) centre, working more closely with rights-holders and local partners. It also describes what changes will be made to achieve this and how we will manage and review this process of change to ensure it enables the greatest impact. It is an essential component for realizing the goals set out in the Integrated Strategic Plan 2010-16 (ISP)[1], agreed at the last International Council Meeting (ICM), and for establishing the long-term foundations for a more globally representative organization that can act with greater speed, capacity and relevance.

This blueprint seeks to operationalize the long-standing expectation within the movement for the IS to enhance its capacity to address human rights violations more effectively and to establish a more integrated way of working both within the IS, as well as with sections and structures. This draft is the result of over nine months of deliberations that the Secretary General (SG) and Senior Leadership Team (SLT) have had with both IS staff and with the Directors of sections and structures in all regions. The blueprint is being presented by the SG following consultation on the approach and principles with the International Executive Committee (IEC), SLT and Global Management Team (GMT).

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[1] AI Index ORG 52/004/2009, 2009 ICM Circular 45

2. Creating an integrated and global IS presence - the case for change

"Over the last fifty years, Amnesty International has been recognized as the world's foremost human rights and research campaigning force. The painstaking work put in by each of you – our members, supporters, staff and partners – in sections and structures and the IS has ensured that Amnesty International has stayed at the cutting edge of research and advocacy on human rights. Every day, around the world, someone is affected by our work. We have changed lives, reshaped policies and challenged governments and corporations on human rights violations. We have used our power as a movement to reaffirm the rights of every individual. As we proudly celebrate our first 50 years of achievements in our fight for human rights for all, it is clear that a key reason for Amnesty International's enduring success has been our consistent ability to not just shape the human rights discourse and practise in the world but also to adapt to the ever-changing external reality.

*The time is right for us to once again be ahead of the curve. At this important point in our history, there are at least **four inter-related factors** that are fundamentally altering the context in which we are working.*

***First**, the growing political might not just of the BRICS (Brazil, Russia, India, China and Sub-Saharan Africa) but of several other emerging countries like Mexico, Turkey, Indonesia and Nigeria, combined with the deep economic crisis faced by the United States and many European economies is slowly but surely shifting the geo-political power balance away from the traditional powers. The sense of fear caused by the "war on terror" together with the economic crisis is clearly resulting in many countries in Europe and North America (where Amnesty International has historically been strong) lowering their bar on human rights. In these countries, discrimination against migrants and religious minorities that used to be a fringe tendency has now entered into mainstream politics. The financial impact of the economic shrinkage of the old powers on Amnesty International's income will be lagged but is already easy to discern. The 2011 State of the Movement Report (ORG 10/010/2011) is a wake-up call - net growth of new paying members in the global North from 2008-2010 was only 60,000. For Amnesty International, this means that we have to supplement the existing public constituency of membership and support in Europe and North America with a similar base in the fast-growing economies. This is essential both in order for us to influence the human rights-related domestic and foreign policy positions of these countries and in order to diversify our primary source of income - individual membership contributions. We have clear evidence that this is possible. With the effort from the IS and the movement in the last five years, there has already been a dramatic increase in the proportion of membership from the global South and East growing from 3% to 13% (not including the bigger growth we have seen in activists). 66,000 people signed up for Amnesty International actions at U2 concerts in the global South over just a few months! The potential for further growth is obvious. But the reality at the end of 2010 is that the global North with 13% of the world's population accounts for 87% of our members and supporters.*

Second, thanks to our own work and that of many others, more and more countries have become more politically open with a growing number of them becoming electoral democracies. A clear consequence of the impact of this openness is the massive growth of mainstream media in developing countries across all continents. Growth, not just in the number of FM radio stations, newspapers and TV stations, but in their appetite for investigative journalism, exposing human rights abuses and holding governments to account. Alongside this, the developing world has witnessed a mobile phone revolution and the use of the internet has exploded. The combination of mobile phones, YouTube, Facebook, Twitter, citizen journalism and mainstream media, particularly TV, has drastically changed the way in which human rights violations are reported and the speed at which information is transmitted. For Amnesty International, this means that being close to where the human rights violations are happening and using technology for justice is not just "nice to do" but essential for us to stay effective and relevant.

Third, and this has been most dramatically shown in the Middle East and North Africa (MENA) since the beginning of this year, even in some of the most repressive regimes in the world, transformative human rights changes are increasingly being driven from inside, by the very people whose rights are being violated, often putting their lives at risk. In addition to people-driven change inside countries, regional powers in the global South and East are playing an increasingly influential role on the human rights front regionally and internationally e.g. the role of Indonesia in ASEAN (Association of South East Asian Nations) in influencing Burma has been vital. For Amnesty International, this means that we have to firmly stand alongside the brave people leading the struggle for human rights, be more proximate to the violations, be far quicker in our response and be much more flexible in the way we respond.

Fourth, thanks to these changes, there are far fewer countries where Amnesty International cannot operate without a major security threat to us and those associated with us, even if the regulatory environment still poses challenges in some contexts.

There are also some internal reasons why we have little choice but to change. From the time that I have spent in the last year discussing this with Amnesty International colleagues both in the sections and structures and at the IS, it has become crystal clear that a major constraint for us to have greater impact and grow the movement is our lack of integration. As long as we see our human rights work (research and campaigning) as distinct from our growth and communications objectives, our growth particularly in the global South and East will remain small and weak. So, alongside being closer to the ground, the way in which we are internally organised and structured has to be integrated and designed to support the movement in the frontline. It is not just a question of where we do our work from, but equally important is how we carry out our work to enhance our impact.

*Do these changes in the external world mean that Amnesty International is less needed? Far from it - as you can see from our 2011 Annual Report, we have our work cut out for the next 50 years! It would be easy to see many of these changes as threats to the traditional way in which Amnesty International has worked. I see this as a huge opportunity for us to broaden our base and make Amnesty International much more successful at ending human rights violations. The Tunisians inspiring the Egyptians and supporting Libyan refugees is, after all, what Amnesty International has always stood for – international solidarity. In addition, there is no expectation in the foreseeable future that the traditionally powerful countries in North America and Europe will stop wielding enormous influence in global and regional decision-making. It is also true that the economic crisis has affected some countries in the global West much more than others and that there are still many governments that will stand firmly behind the human rights agenda. In any case, Amnesty International is not about governments; it is a movement made up of people and the values of our members and our movement across the world are unshakeable. Amnesty International's local groups in Europe and North America, the first human rights "social network", will continue to play a pivotal role in making change happen. The letters sent by our members to prisoners of conscience and human rights defenders across the world will lead to greater motivation, security and, ultimately, freedom for thousands of individuals crying out for justice across the world. It is therefore important to bear in mind that there are many elements of Amnesty International that we should **not** change: the global nature and values of our movement, the independence and credibility of our work, and the power of our members, supporters and volunteers.*

*Amnesty International is already a massive human rights movement with over 3.2 million members and supporters. More than ever before, the world needs a truly global human rights movement that can counter the power of global transnational corporations (increasingly from China, India, South Africa, Indonesia, South Korea and Brazil) and the newer member states of the G20 and potentially the UN Security Council whose commitment to human rights remains untested. If we can once again adapt, I have no doubt that Amnesty International can be **that** movement and create a future where we will have made an even greater difference to those whose rights are being violated. A future that recognizes that the world is changing and we have to change too.*

We will know we have achieved this by consistently being the first port of call for all rights-holders, speaking truth to power. Our research remains world class as we amplify the voices of those whose rights are being violated. We will know when our membership is consistently growing and more active, when we are the organization of choice for staff. Our goal will be to build on the legacy of the past and create a compelling future for our movement. We have the reach, the scope, the expert knowledge, and the strategic partnerships to make this happen. We are going to join them up, respond to the changing political picture and create that global influence.

And we can only do that if we are not divided as the IS and sections, as researchers and growth experts, as governance and management but behave and act as one united Amnesty International. Focused on our common cause: together for human rights, united against injustice."

Secretary General

3. Building on our strengths, re-organizing for the Amnesty International of the future

In this future, we see an Amnesty International team – members and staff – that is increasingly representative of those whom we serve, and standing alongside them wherever they are. We see us matching our strength and conviction in the global North with membership, support and action in the global South and East, combining our efforts to be more relevant, more influential and having a greater impact.

In order for us to become internally fit for purpose for the next phase of Amnesty International's action, two key areas of response are being proposed. The first requires us to re-organize our work and our structure to ensure we achieve greatest results in the most effective manner. The key vehicle for this is the new global model which is outlined in more detail below. The second involves our increased presence in the global South and East. Being located where human rights violations are taking place will help us respond more quickly, gather stronger evidence and gain greater credibility. The key vehicle for this is the creation of regional hubs as part of our de-concentration strategy, which is outlined in more detail below.

Further, before we even start the regional hubs, we are clarifying the deliverables in the ISP and how we will achieve them through the Critical Pathways exercise; aligning our resources behind our strategic goals through the Resource Allocation Mechanism[2]; improving our processes and ways of working through better decision-making processes, centres of expertise and global service lines; as well as significantly strengthening our systems for Finance, Information Technology (IT) and Human Resources.

3.1 THE GLOBAL MODEL

The global model is the way we wish to organize the IS to bring about crucial points of integration and coherence within the IS as well as between the IS and sections and structures. It represents clarity of responsibilities with new roles and relationships, and, coupled with the Critical Pathways, will also enhance accountability. It will help us move away from a 'siloed' approach to a more integrated, and balanced structure.

The global model consists of several elements, all driving towards aligning and integrating our resources for greater focus and impact:

- Bringing together our current **Campaigns and Communications** clusters, to create a single, integrated function. There is currently a great deal of overlap between these two elements of our work and there are clear synergies, for example in the digital and activism arenas. The success of campaigning is greatly reliant on effective communications, for example on the media front. Campaigns and Communications will now be led by one Senior Director. The vision is to ensure that Amnesty International retains its pre-eminent position as the world's leading human rights campaigning force, uniquely bringing together the power of hard evidence and the power of public opinion. A more detailed blueprint for bringing these two clusters together will be finalized in the next few months as part of the completion of the second Operational Plan for the IS of the current ISP (ISOP2).

- Creation of a **"Movement Building"** cluster which responds to the importance of building a public constituency for Amnesty International, particularly in the global South and East. Working with the other IS clusters, the regional hubs and the movement as a whole, this cluster will ensure support to existing sections and structures as well as energize new growth. This vital strand of action will be led by a Senior Director. Again, the details of how this cluster will be organized will be clarified between now and finalization of OP2.

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[2] AI Index FIN 61/003/2011 - Resource Allocation Mechanism proposal - for movement consultation
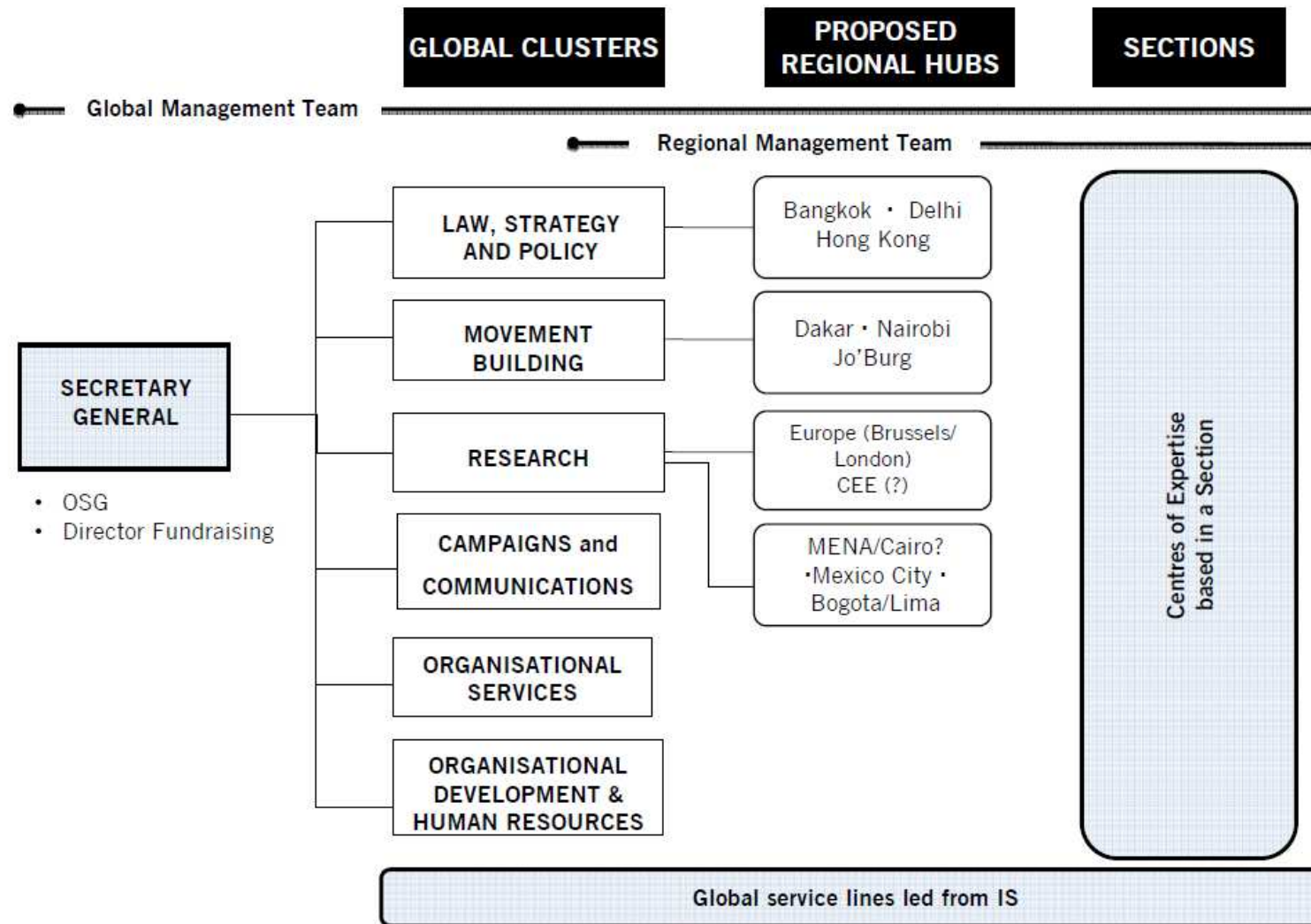
- Significantly enhancing our **Research** capability by moving elements of the function closer to where violations are happening, increasing the frontline research and action posts overall and ensuring a greater coherence with sections and structures. In addition to retaining visible leadership to this key work stream at Senior Director level, the role of the Research Programme Directors for each of the continents continues to be crucial to ensure the quality and consistency of research outputs, strategy development, and political advice, particularly during the transitional period from now until December 2013.

- **Law, Strategy and Policy** – extending the remit to include strategy will ensure the global strategic overview that is essential to maintain a consistent approach in line with our policies and the ISP.

- Extending the remit of our existing **Organisational Services** cluster to also incorporate the planning and reporting functions of the IS, together with a greater emphasis on internal client facing, enabling services, more clearly defined through service level agreements.

- **Organisation Development and Human Resources** is recognized as critical for an organization that is about people, delivered through people. This will be led by a Senior Director with a dual focus on the provision of high quality, responsive, human resources advisory and operational support, coupled with a stronger focus on engagement, organizational culture, knowledge sharing, learning and performance. Partnering internal clients will help achieve the ambitions of the IS and the service line will be extended to the movement in conjunction with a community of practice involving key sections and structures.

- The **Director of Fundraising** will report directly to the SG to signal the higher priority being accorded to this function. Apart from working in collaboration with the other clusters in the IS and the regional hubs, the Fundraising function will work in close partnership with key sections and existing centres of expertise in this area. We will review this arrangement in December 2012.

- A reconfigured **Senior Leadership Team** (SLT) whose responsibilities and accountabilities are aligned with the above organizational changes, coupled with a global remit and organization-wide responsibility to ensure cross-team collaboration. It is the responsibility of the Senior Directors to ensure integration across functions and regions, and to maintain global consistency and coherence across the organization. In order to promote this, a key change that the blueprint recommends is that some Senior Directors who have a functional responsibility also take responsibility for line managing regional hubs within a continent. SLT members will therefore have to take a broader perspective beyond their functional area to working in partnership with those responsible for a geographical area. This builds on the proposal that within the regional hubs, staff across all functions will report to the Hub Director leading to greater integration. The intention is to go through a recruitment process for Senior Director positions.

- Creation of an **additional Operations Management post** to encompass elements of performance monitoring, budget management, day-to-day operational matters, to enable Senior Directors who also have regional responsibility to focus on their truly global leadership roles.

- A recently revised **Global Management Team**[3] (GMT) for the movement, with stronger representation from Directors in the global South, with better gender balance, and a clearer role to guide the global work of the movement.

- **Global service lines** to deliver a common framework and standards for core support functions across the movement (global compliance).

- **Centres of Expertise** around the movement, based in individual sections, leading on sharing and developing best practice with the rest of the movement.

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[3] AI Index POL 50/006/2011 Global Management Team-Terms of Reference

- Significant new investment in BRICS including new **national offices** in Brazil, India and Nigeria and a significant increase in the resources allocated to our work on China. We are awaiting recommendations of the review of our work in and on Russia before considering a scale up including strengthening the website and having a stronger media and advocacy capacity in Moscow.

- Increased use of movement and **IS-wide communities of practice**, building on the success of the Fundraising Management Team

- Clear focus on delivery of agreed results and much **stronger accountability** and performance management mechanisms to be put in place

The following diagrams illustrate and describe the new global model, its functions and accountabilities.

The global model – 2012-13

GLOBAL CLUSTERS

PROPOSED REGIONAL HUBS

SECTIONS

Global Management Team

Regional Management Team

SECRETARY GENERAL

- OSG
- Director Fundraising

LAW, STRATEGY AND POLICY

MOVEMENT BUILDING

RESEARCH

CAMPAIGNS and COMMUNICATIONS

ORGANISATIONAL SERVICES

ORGANISATIONAL DEVELOPMENT & HUMAN RESOURCES

Bangkok · Delhi Hong Kong

Dakar · Nairobi Jo'Burg

Europe (Brussels/ London) CEE (?)

MENA/Cairo? ·Mexico City · Bogota/Lima

Centres of Expertise based in a Section

Global service lines led from IS

Global teams at the IS – key functions

GLOBAL CLUSTERS	FUNCTIONS WITHIN	TARGETS
LAW, STRATEGY AND POLICY	• ISP Strategy /futures • Gender • Impact & outcomes • Training • Law & Policy • Global Themes & Advocacy	• Governments • Inter-govt orgs • Corporations
MOVEMENT BUILDING	• Governance • Big 5 development; growth in new countries • Section support • Sections lifecycle management	• Sections & structures • Members • IEC • Partners, affiliates • Activists
RESEARCH	• Regional / National research • Crisis	• Governments • Inter-govt orgs • Partners
CAMPAIGNS and COMMUNICATIONS	• Media • Campaigns • News, Pubs and • Activism Editorial • HRE • Digital • LRC • Information	• Public • Activists • The media
ORGANISATIONAL SERVICES	• Planning & Reporting • Finance (A2D) • IT • Facilities • Legal	• IS and sections and structures
ORGANISATIONAL DEVELOPMENT & HUMAN RESOURCES	• Human Resources • Organisation Development • Training and talent	

SECRETARY GENERAL

- SG support
- International fundraising

Global teams at the IS – primary accountabilities

GLOBAL CLUSTERS	PRIMARY ACCOUNTABILITIES	
LAW, STRATEGY AND POLICY	• Horizon Scanning • Strategic planning & Outcomes • Gender action	• Defining global policy and positions • Global advocacy • Training
MOVEMENT BUILDING	• Deepening public constituencies of support • Strengthening sections & structures	• Providing expertise on global and local governance • Growth in countries where we do not have a presence
RESEARCH	• Regional and national research • Political and human rights advice • Ensuring high quality & ethical research standards • Develop "gold standard" research expertise	• Setting standards, defining quality & assuring • Leading on crisis response • Research standards and training
CAMPAIGNS and COMMUNICATIONS	• Creating strategies and plans for global campaigns • Defining campaigning framework and best practice • Building movement capacity to campaign	• Global, regional & national media strategy • Editorial standards, quality assurance • Corporate communications / brand management • Digital / online
ORGANISATIONAL SERVICES	• Deliver services to the IS • Build communities of practice	• Build global support service for Finance, Legal, Facilities and IT that services sections with global standards, core processes and tools
ORGANISATIONAL DEVELOPMENT & HUMAN RESOURCES	• Full global service line and expertise • Talent management, learning and development	• Facilitating centres of expertise outside the IS, but servicing the movement.

SECRETARY GENERAL

• Full global fundraising service line
• Managing the change to the new model and structure

AMNESTY INTERNATIONAL PRESENCE IN THE WORLD

Legend:
- Global Management Team (GMT) for global coherence and impact
- Global hub
- Regional hubs
- Regional Management Team (RMT) for every hub area

Countries /Territories	
Sections	51*
Structures	8
Pre-Structures	2
Offices run by the Secretary General	7
Growth Projects	9
Online Communities	Top 10**

*Canada has 2 branches (English & French). Belgium has 2 branches (Flemish & French)
** The top 10 countries where we have most online members, out of 122

Last updated: August 2011 / Moving closer to the ground

European institution offices and other IS national offices are not included on this map.

Hubs shown on map: London, Central & Eastern Europe, Hong Kong, Mexico City, Cairo, Delhi, Bangkok, Dakar, Bogota / Lima, Nairobi, Johannesburg

3.2 MOVING CLOSER TO THE GROUND - THE REGIONAL HUBS

The proposal for 'moving closer to the ground' goes as far back as 1991 when a commissioned study of decision-making in Amnesty International recommended de-concentration, which was adopted by the ICM.[4] The 1993 Report, 'Review of Amnesty International's Research'[5] stated clearly that, '…increased AI presence in regions/countries will improve AI's information about human rights violations, its action to stop them, benefit AI's understanding of events, and foster closer relations with local NGOs.' The report recommended experimenting with options that allows more Amnesty International presence on the ground, more frequently and for longer periods. An evaluation of Amnesty International's de-concentrated offices[6] in 1999 reinforced the justification for having more ground presence, stressing the need for flexibility and to ensure that the support infrastructure is in place. This was further reinforced by a 2003 study[7], which also expressed the need for de-concentration, while emphasizing the need for testing out various options. Formal evaluations of the regional offices in Beirut and Kampala by Maureen Connelly in 2003 and 2005 respectively, and a paper on the office in Kabul showed the value of IS presence in those locations.

A key element of the model proposed here is the **creation of regional (sub-continental) hubs** to drive the human rights work we conduct in that region, and a global hub (primarily London) to ensure we optimize the benefits of being a global organization.

> "*Being closer to the ground will increase the opportunities for activism in the country of location; research has the potential to be even more focused and relevant, and will facilitate the synchronization of our campaigning with the activism carried out by local human rights and other civil society organizations. Permanent IS presence in the region will permit a more intensive and long term programme of work at the IGO level and indeed will generate expectation and demand for hubs to be closely involved with regional human rights mechanisms. Further, expectation of a permanent office of Amnesty International in a country and in a region will be that it is there not just to voice critiques and make recommendations. In other words, we will be there not only to suggest solutions but to be part of the solutions.*"

> **- Feedback from a Section Director**

As such, a regional hub is a full-capability presence that has responsibility for a defined geographical region at the sub-continental level; the region will include countries with and without sections or structures. The hub will be responsible for:

- Carrying out country/regional research on behalf of the whole movement

- Handling regional communications and media

- Executing campaigns – country, regional and global campaigns delivered through coherent strategies

- Servicing agreed needs from sections and structures within the region, driven by a clear 'contract'

- Establishing and building partnerships

- Leading on crisis work in the region in collaboration with the global crisis response unit

- Managing the budget for the regional hub

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[4] This was defined as 'taking decisions and taking responsibility on development, planning and on program action at a lowest feasible level consistent with the goals of the international movement' (Decision 63).

[5] AI Index POL 40/02/93 Review of Amnesty International's Research

[6] AI Index ORG 31/01/99 24th International Council 1999, Circular 41

[7] AI Index: POL 40/001/2003

The hub will be led by a Director who will have the capability to lead, manage, and be a strong personal force in the arena of human rights in their region. Once a Hub Director is in place - after a period of induction - the hub is 'live' and the intention is that the appropriate posts in the blueprint will report to the Director. This can happen regardless of the hub office being open, or the location of the Hub Director.

A hub is a point where many of the functions of the IS come together in an integrated operation to deliver human rights impact for the countries within that region, and deliver to global work. Like any other part of Amnesty International, the hubs exist to implement the ISP, Critical Pathways and Global Priority Statements (GPS). They will adapt and execute globally defined strategies, policies and budgets and their actions will be fully accountable to a Senior Director in the SLT. The Senior Director will monitor hub and Hub Director performance, with support from other members of the SLT and other key global managers against agreed key performance indicators.

The Hub Director will be responsible for ensuring that regional work is aligned with strategic priorities and that coherence on Amnesty International positions are not sacrificed to regional expediency. A decision matrix is to be finalized before the hubs are operational which will specify the decision-making powers of different managers in the regional and global hubs. This will include some areas where the decision-making will be entirely centralized, such as issues concerning "use of force" and any other such internationally sensitive matters that can only be determined at the global level. There will be other decisions which should be taken mainly at the regional hub level. But a good number of decisions will require strong collaborative working between the regional and global staff, including those in sections and structures.

The Hub Directors will also be guided by a Regional Management Team made up of the Programme Director for Research, Directors of sections and structures within that geographical region, select Directors of sections in the global North who are interested in that region, and some key well-respected experts from the region.

3.3 RELATIONSHIP BETWEEN REGIONAL HUBS AND SECTIONS AND STRUCTURES

A key objective of setting up the regional hubs is to strengthen and support sections and structures within the region in terms of research, campaigning, advocacy, media, growth and organizational services. This support will be based on a clear contract which is agreed between the Hub Director and the leadership of the section or structure. The creation of the hubs should benefit the sections and structures as they will get much quicker response to many of their queries and support needs. There will be less of a gulf, far higher level of interaction and therefore less confusion and conflict between sections and structures and IS staff. The interaction will be more sustained and not through sporadic visits, so it will be more one of collaboration rather than as a funder or monitor.

IS staff in the hubs are not expected to be operating within the national space in any country without prior agreement with the sections and structures. It is our understanding that the creation of the hubs is expected to only strengthen the national identity and work of the sections and structures. Staff from sections and structures will continue to report to the national Directors and the Directors will continue to be accountable to their national Boards.   Similarly, all hub staff report to the Hub Director.   But there should be a much stronger working relationship and joined-up efforts between the regional hubs and the sections and structures in that region.

Particularly in countries where the hubs are to be located where sections and structures already exist, detailed discussions will be carried out in the next three months to establish the division of labour and the working protocol. We already have rich experience in many locations including London, Hong Kong, Dakar and New York where we have IS and section offices in the same location. Based on the positive experience in Paris, it is our recommendation that where hubs and section or structure offices are in the same cities, to the extent possible, we should seek to co-locate the offices in order to gain operational efficiencies.

We plan to use the ICM, the Directors Forum and this consultation process to gain more clarity between now and the end of this year on the implications for sections and structures and how the changes being proposed in the IS can strengthen the movement as a whole.

3.4 CRITERIA FOR LOCATIONS OF HUBS

The locations for regional hubs have been proposed using the following criteria:

- Geo-political importance for international human rights work and influence
- Strong centre for country and regional media
- Infrastructure and logistics are conducive to regional work and travel
- Identified risks can be satisfactorily managed
- Amnesty International can be present without compromising our impartiality

4. What this will mean in practice

Based on our assessment of the proposals received from the various IS teams, our recommendation is that by December 2013, about 100 posts will move from London and around 50 additional posts will be recruited (subject to availability of resources). We could anticipate that over the two and a half year period further additional posts might also be identified to be moved.

Our aim is to minimize the number of remote workers in the future, seeing the model of regional hubs as best practice for the delivery of impact, synergy, and provision of infrastructure (both hard systems and soft people development).

4.1 HUB TEAM STRUCTURE

Once they are fully established, the core team for a regional hub will be made up of between 10-15 posts including these roles:

- Director
- Organisational Services Manager
- 3 to 4 researchers, including 1 senior researcher
- 2 to 3 campaigners
- Media/ communications post(s)
- 1-2 movement building/growth post(s)

Some hubs will be larger than others. In addition, we will also have staff co-located in some sections or national offices e.g. the Pacific region (where we have a centre of expertise) or Brazil and India. There will be some other cases where we have no section, where staff may be based in the country (e.g. Pakistan) or because of an advocacy target (e.g. the Africa Union advocacy role in Addis Ababa). There could also be some specific additional roles from the global functions, which may be placed in the hub for strategic reasons.

4.2 HUB LOCATIONS

Hubs are proposed to be established in the following locations:

- Dakar* (West Africa)
- Johannesburg* (Southern Africa)
- Nairobi* (East Africa, Great Lakes and Horn)
- Hong Kong* (East Asia)
- Delhi (South Asia)
- Bangkok (South East Asia)
- Mexico City (Mexico and Central America)
- Bogotá/ Lima (Andean region)
- Buenos Aires/ São Paulo (Southern Cone)
- Cairo** (MENA)
- London/ Brussels/ CEE*** (ECA)

* Changing these existing international offices/entities into regional hubs.

** Given the volatile situation in MENA and because our regional team has been immersed with the on-going uprisings in the region, the preparation of the blueprint for MENA is still at an early stage of discussion. We intend to have the blueprint finalized in the coming months before ISOP2 is finalized. But as things stand, it is our expectation that between now and the next 30 months, assuming the political and security situation improves, we will set up a hub in Cairo for our work in North Africa. During this period, we will also continue to monitor the situation in Lebanon, to establish whether some posts in the MENA team can operate from Beirut, or another suitable location.

*** Similarly, finalizing the Europe region blueprint was not prioritized in this first phase of consultations, but the process will be completed by November 2011, which will be led by a team including the IS and the European Regional Space, including a Director from Central & Eastern Europe (CEE). We will then have a better idea of how the posts will be distributed between London, Brussels and CEE. There is broad agreement that given the vital strategic importance of Turkey within the region and as an increasingly important global player, Amnesty International's presence in Istanbul needs to be strengthened through some combination of building up the section and supplementing this with IS staff. This will be part of the Europe region blueprint.

The tables on the following pages provide an early indication of those posts that are likely to move, subject to further discussions and potential.

4.3 PROPOSED COMPOSITION OF THE REGIONAL HUBS

Please note this is the initial proposal of existing posts to move, rather than the final, and this is subject to further discussion, consultation and review.

Function	Mexico (Mexico and Central America)	Bogotá/ Lima (South America)	Dakar (Western Africa)	Johannesburg (Southern Africa)	Nairobi (Eastern Africa)
Hub leadership	Director	Director	Director	Director	Director
Hub operational management	Organisational Services Manager	Organisational Services Manager	Organisational Services Manager	Organisational Services Manager	Organisational Services Manager
Researchers	• Nicaragua + • Guatemala + • Thematic • Mexico	• Colombia • Peru and Bolivia • Thematic	• Congo Brazaville • Sierra Leone, Liberia	• Zimbabwe + • Lusophone • Southern Africa	• Ethiopia, Eritrea+ • Somalia • Sudan • Chad • DRC
Campaigners	• Central America • Thematic • Mexico	• Colombia • Thematic • Peru Bolivia	• Sierra Leone, Liberia	• Zimbabwe + • Lusophone • Southern Africa	• Ethiopia, Eritrea, Somalia • Sudan • DRC • Rwanda, Ethiopa +
Research and Campaign Assistants	• 2 RCA's (Central America and Mexico)	• 1 RCA	• 1 RCA	• 1 RCA	• 2 RCA's
Media and press relationships	• Media and press officer		• Media and press officer (or another location in Africa)		
Movement Building	• Head of MSU – *global* • MSU Unit Assistant • Mobilisation coordinator • Accountability coordinator	• Head of crisis & conflict mgt unit - *global*	• Mobilisation coordinator		
Individuals at Risk			• Relief caseworker • Research and policy Adviser		
Totals	16	10	10	9	13

Footnotes
There are proposals for further existing posts to be moved from all clusters, and proposals for new additional posts, and these discussions are ongoing.

Function	São Paulo/ Rio/ Buenos Aires	Hong Kong (East Asia)	Bangkok (South East Asia)	Delhi (South Asia)
Hub leadership	Director	Director	Director	Director
Hub operational management	Organisational Services Manager	Organisational Services Manager	Organisational Services Manager	Organisational Services Manager
Researchers	• Brazil • South America	• N&S Korea, Japan, Mongolia • Migrants workers (subject to budget)	• Philippines, Malaysia + • Thailand/ Myanmar (already moved) • Pacific Islands, NZ, Australia • Vietnam, Cambodia • Indonesia + • Death Penalty (subject to budget)	• India • Sri Lanka • Bangladesh • Pakistan • Afghanistan
Campaigners	• Brazil • South America	• N&S Korea, Japan, Mongolia	• Philippines, Malaysia + • Pacific Islands, NZ, Australia • Indonesia + • Vietnam, Cambodia	• India • Sri Lanka • Bangladesh • Afghanistan/ Pakistan
Research and Campaign Assistants	• 1 RCA		• 1 RCA	• 3 RCA
Media and press relations		• Media and Press Officer		
Movement Building		• Mobilisation coordinator • International Youth Coordinator		• Online Communities Officer (India)
Individuals at Risk				
Death penalty		• Death penalty		
Strategic partnerships		• Strategic Partnerships Coordinator		
Legal		• Advisor (global rotational role)		
Totals	7	11	13	15

4.4 NATIONAL OFFICES

In addition to these hubs, we will establish these national offices as part of our BRICS investment:

- We will open two new 'national' offices in Brazil (either Rio or São Paulo) and India (Delhi) by the end of 2011.

- We will significantly strengthen our national level presence in Africa by opening a national office in Nigeria (Abuja/Lagos) and scaling up our presence in South Africa, Kenya and Senegal.

- Although Jakarta has not been included in this blueprint, Indonesia has been identified as a key country that should be marked for creating an Amnesty International presence as and when more resources become available.

4.5 INTERNATIONAL OFFICES

There are also six international offices that are not regional hubs: Beirut, Geneva, Kampala, Moscow, New York and Paris. The recommendation is that these offices:

- Remain centres of expertise (such as global communications group) or specialisms (such as Human Rights Education and UN Advocacy)

- Report into the functional Senior Director as appropriate

- Seek co-location with the local section as appropriate, to achieve back office synergy, cost effectiveness, and building 'One Amnesty'

- The office in Kampala is expected over the next 30 months to move many of its functions to Nairobi and a review of the office in Paris will take place in December 2013.

4.6 RELATIONSHIPS AND REPORTING

Agreed Senior Director roles will be responsible both for a function and for one or more of the five continents (Asia, Americas, Africa, Europe and MENA). The Hub Directors within each of the continents will report to their respective Senior Director.

The Hub Director will be in charge of all co-ordination and delivery of objectives for that region. They will also be responsible for all staff located within the hub.

Hub Directors will be accountable to the Research Programme Director for the continent on research outputs, with a review of this arrangement in December 2013.

A decision matrix will be finalized before the hubs become operational to ensure clear lines of decision making and accountability:

- The ISP, Critical Pathways and GPS sets the overall strategic agenda and deliverables by theme

- Each Hub Director will develop a clear strategy and implementation plan towards these deliverables

- This regional strategy and plan will be agreed by the SLT under the leadership of the Senior Director for the region with the support of the Research Programme Director for the region and other functional directors

The Research Programme Directors for the continent will have to work closely with the Senior Directors to whom the Hub Directors report. In case of a conflict between the Hub Director and the Research Programme Director for the continent, the Senior Director concerned will resolve the issue.

4.7 THE GLOBAL HUB (LONDON)

The global hub will consist of all current functions and programmes that are not moving into regional hubs:

- Global functions in the International cluster (Law, Strategy and Policy),
- Global functions in the Campaigns and Communications cluster
- Organisational Services
- Organisation Development and Human Resources
- Other functions such as Learning and Impact Unit (LIU) and Organisation Liaison Unit (OLU)
- The remaining posts not targeted to move from the Research cluster, including the Programme Directors
- The Senior Leadership Team and Office of the Secretary General (OSG)

Over time, each of these teams will continue to review where their functions should be located, either whole or in part, to best service the work of the organization and to be most cost effective.

The transition period to the new distributed model will be about 30 months from now to December 2013 with a checkpoint to learn lessons before the end of 2012.

5. Principles and values

These are the key principles and values that have been considered while developing this blueprint and will continue to guide us during the implementation phase.

Even if some of them appear contradictory, we should strive to get the right balance.

- Respect staff in their competence, experience and diversity: accommodate organizational and people needs, to the extent possible
- Not compromise in competence of staff – quality and expertise is paramount, without distorting local lived realities of sections and structures and partner organizations
- Enhance the global nature of Amnesty International and strengthen other One Amnesty processes
- Increase quality and quantity of output
- Be able, over time, to demonstrate an increased ability to impact human rights abuse
- Encourage innovation, empowerment and entrepreneurial spirit
- Find ways to deliver clear benefits *and* find ways to overcome challenges and risks
- Be deliberate not dogmatic – some global functions will continue to be in London and some may even have to move to London, others will be moved to where they can be carried out most effectively
- Be ambitious but practical in the implementation phase
- Make proper and sufficient preparations for staff in diverse locations – learn from the past
- Security issues will be given due consideration

Use our scarce resources most effectively to maximize our human rights impact, aim for greater cost effectiveness

6.   What is clear and what requires more clarity

At the end of the nine months of deliberation, prior to completing this blueprint, we are clear on:

- The recommended locations for hubs in Africa, Asia and the Americas

- What functions should be in the hubs

- That everybody in a hub reports to a Hub Director

- Merging the Campaigns and Communications clusters

- Creating a new Movement Building cluster

- Bringing in Strategy and creating the enhanced Law, Strategy & Policy cluster

- Signaling the importance of fundraising with direct reporting of Director of Fundraising to the SG

- Increasing investment in frontline work

- The timeline

- The numbers and details of posts expected to move

- Where it is a genuine requirement of a post, individuals will be required to have lived experience, language skills and a deep understanding of the local and human rights context for that region

- The principles of the international terms and conditions are clear:

  o   Salaries will be defined within the national context, benchmarked against comparable organizations

  o   Salary levels will be competitive in each market by using the 70th percentile principle across locations

  o   Basic standards for benefits based on Amnesty International's values, e.g. maternity

  o   Agreed period of pay protection for staff who move after which they move to national terms

At the same time, there are some issues that are still under discussion to be finalized in the coming months before moving into the implementation phase:

- Blueprint for moving closer to the ground for MENA and Europe and Central Asia (ECA)

- Details of international terms and conditions

- Impact on individual post-holders

- The protocols needed for maximizing synergies between the sections and structures and the regional hubs

The Transition Management Team (described in more detail later) has to do much more detailed work on costing, the exact sequencing and timing and the integration of LIU and OLU.

7. Ensuring a smooth transition

It is acknowledged that the intentions outlined in this paper represent a significant but necessary change for the organization. Utilizing robust and effective change management and project management principles and methods will be key to ensuring this change is managed effectively.

The following sections outline some of the core elements and considerations in making this change happen. We will ensure on-going communication and engagement with all key stakeholders throughout this process, and make corrections based on learning.

7.1 STEERING GROUP

The change programme will be overseen by a Steering Group, led by the SG, with representatives from the SLT, GMT, Transition Management Team and relevant IS staff. The Group will have the responsibility to commit resources from their respective areas to the project, resolve conflicts that cannot be resolved at a lower level, and have ultimate authority for final deliverable approval. The Steering Group should be kept informed of progress and risks and should provide the necessary decisions for the changes to proceed against agreed timelines. The SG will report the outputs from this group to the IEC in order to ensure adequate governance oversight.

7.2 TRANSITION MANAGEMENT TEAM

A Transition Management Team will be appointed for a period of two years, commencing in September 2011 to support the implementation of the blueprint. The core responsibility of this team will be change management and project managing the implementation process. The Team will include a mix of externally recruited and internally seconded expertise.

The Team would have the following overall responsibilities:

- Planning of the overarching change project and associated work streams within it, building on previous experiences of establishing national offices (e.g. Brazil, India)

- Identifying and seconding suitably experienced and qualified work stream leads and members to assist with planning and delivery of specific elements of the plan

- Monitoring progress and adapting the plan as the project progresses

- Problem-solving the issues (e.g. process, people, technical or environmental) that may arise

- Identifying and addressing risks across the project

- Building understanding of the changes by maintaining on-going communication relating to the context, plan and progress of the change project

- Defining, co-ordinating, planning and aligning all projects included in the implementation of changes

- Supporting staff in the regional hubs and in the global hub to get better at distance management through training, better working practices and technology

- Scaling up learning from initial hubs and national office experiences to broader plans, specifically the experiences in setting up the Brazil and India national offices

- Leading and delivering the various parts of the change plan, working hand-in-hand with leaders in relevant frontline functions and support functions

- Quantifying the benefits of change, establishing criteria from which to gauge success

7.3 WORK STREAMS

The full project team will include work stream leaders and members who are drawn from the established staff of the organization, for their knowledge and experience relating to the varying needs of the project as it progresses. For example, members of the Facilities Management Programme may be called upon to implement elements of a work stream relating to the locating and equipping of new hubs. Likely work streams will include Finance, IT, Human Resources, Legal, Communications.

7.4 PEOPLE MATTER

The people elements of these changes are being accorded high priority. Our overriding principle is to strive to retain good staff, attract great people to work with us, and support all staff who are impacted by these changes. Detailed planning is underway to ensure that we properly respond to a range of issues related to the different ways in which staff will be impacted by this blueprint.

Key elements of this work include (but are not limited to):

- Formal (including statutory) consultation with union representatives (through the new Joint Negotiating and Consultation Committee - JNCC) and any staff whose roles are affected by the proposed changes

- Working with managers and individuals at an early stage to identify:

    o Which posts are intended to move/change

    o Which individuals have the potential to move, subject to individual considerations

    o Options and pathways for those remaining, or where a move is potentially not an option

    o Resource plans to implement and support the change, including transition and growth in posts

- Creation of new people management policies, through the JNCC, to help support this change programme. This will include a new policy to encompass all elements associated with redundancy

- Finalization and negotiation of the International Reward Framework

- Proposals for pay protection arrangements for staff moving to a new location which is impacted by the new International Reward Framework

- Proposals for relocation support, including potential bespoke elements for individual personal/family circumstances

- Fair and robust processes for supporting individuals who are identified as at risk, including identification of potential redeployment options, training and outplacement support

- Improved mechanisms for ensuring effective communication, including regular updates on progress with the overall change programme, updated Q&As on people related questions via the intranet

- It is anticipated that good knowledge of the regional political context and language/s, having strong links with key civil society actors and other partners, and lived experience in the region will be essential for several posts being moved to or created in the regional hubs

7.5 DEPENDENCIES

The success of this blueprint is dependent on a number of conditions, many of which are being addressed on a priority basis before the regional hubs are launched:

- The **infrastructure or operational systems** are upgraded and extended to support offices in diverse locations

- **A new 'contract'** which sets out the active involvement of sections and structures, especially in countries where regional hubs will be located

- **The commitment and ownership of the whole movement to make this work** – the transition and change will be challenging to everyone and will require effort, flexibility, compromise and collaboration to succeed

- **Cross-functional approach by all teams** – thinking horizontally across the organization structures to integrate effort and delivery

- **Investment in additional staff on the frontline** to ensure we are fit for purpose when we open regional hubs, and able to deliver to inevitably high expectations, subject to availability of resources

- **Rigorous assessment of all IS functions and resource**, to release resource to re-invest in the frontline. This means the scrutiny of all work to identify how we can work more cost effectively, particularly through improved work processes and integration of systems and ways of working.

7.6 TIMESCALES

The detailed timetable will be fully designed and developed by the Transition Management Team once the team is in place. It is important to remember that the programme of changes will take place over a 30 month period, with appropriate phasing to ensure both readiness and review, with a check point in December 2012.

In more specific terms, the aims are to have:

2011: Planning

- **September-October**: New SLT active with recruitment starting for vacant positions as soon as possible. The aim is to have the full complement before end December.

- **September**: The new GMT holds its second full meeting in September. At this session, there will be detailed discussions around the global service lines and centres of expertise to agree how to sponsor and support the development of these elements.

- **October**: Regional hub recruitment begins, with a plan to have wave 1 Hub Directors in place at the earliest. Once in position by early 2012, the Hub Directors will begin to recruit their staff and set up the Regional Management Team.

- **October/November**: Detailed planning to set up revised leadership and management processes and forums. We expect to be able to define the new groups and processes in October and operationalize them in November.

- **To end of 2011**: Detailed planning and preparation. In response to IS staff feedback, the SLT is taking the time to plan the operational detail. This planning phase will include collective and individual formal consultation with the staff and trade union, completing security and risk assessments, initiating the process of getting regulatory clearances and setting up the required infrastructure and processes for the hubs in terms of Finance, IT and Human Resources.

2012: Wave 1 hubs opening

- Developing existing presence in Nairobi, Dakar, Johannesburg and Hong Kong into regional hubs

- Delhi (co-located with the national office set up in late 2011)

- Mexico

- Bangkok

2013: Wave 2 hubs opening

- During 2013, we will open the remaining hubs, based again on continuous improvement and experience of the early hubs.

7.7 COSTS

Although proper costings cannot be finalized before we go into the implementation stage, a provision of £2.5m per year is the anticipated costs for the change programme from 2011-14, based on our initial cost estimate. This is estimated including any cost that will be incurred purely because of the change process (e.g. cost of setting up new offices, redundancy benefits etc.) Short-term costs will be higher as there will be some doubling up of capacity but by the end of this period the costs will be lower as London costs drop. To the extent possible we would like to cover these costs from our reserves and cost savings in the IS.

7.8 RISK MANAGEMENT

In the short term, there is a log which captures the key risks and issues identified during the IS consultation process. Any IS staff will be able to view this log on the intranet and it is available for sections and structures as well. From September-December 2011, the Transition Management Team will do full risk analysis and mitigation plan. This will include identifying risks, and then analyzing them based on likelihood and impact. The Transition Management Team will produce a full mitigation plan that will include looking at the risks of greatest likelihood and impact and putting in plans to reduce this risk. It will require constant monitoring to ensure lower-level risks do not become greater risks and that people responsible for mitigating the risks follow their action plans.

It is even more difficult to estimate the opportunity cost of not moving ahead with this proposal without further delay. The key focus will therefore be on identifying the major risks and creating clear mitigation plans for those.

8. The benefits of change

Although it will be difficult to make precise assessments due to the lack of a baseline on several parameters, the Transition Management Team will be tasked with monitoring and measuring the benefits of the programme. The metrics could include, amongst others:

- Increased capacity for research, campaigning, media, advocacy and growth

- Improved speed of response for on-going work and during crisis

- Stronger partnerships with rights-holders and people's organizations

- Improved quantity and quality of research outputs

- The role of the IS and its contract with the movement is clear, with more effective support to sections and structures

- This role clarity will help provide the basis for a new leadership and competency model

- Cross-programme working is facilitated

- Movement to hubs will necessitate improvements to systems, processes and infrastructure

- We strengthen our partnership with relevant local and regional NGOs with proven records of impact

- We have improved our credibility and legitimacy for our work in the global South

- We grow in the global South and East

- We have increased opportunity for innovation and mobilization impact

- We have the chance to strengthen the organizational culture

- No dilution in coherence and consistency

9. Next steps

- Communications with IS staff, sections, structures and key partners to happen in August

- Consultation with sections and structures directly impacted by the hubs commences at the ICM

- Feedback received from GMT and other sections and structures by early September

- SLT to consolidate input into a final blueprint for communication in late September

Transition Management Team in place early September to plan the implementation process and install rigorous project management.