AMNESTY INTERNATIONAL

INTERNATIONAL SECRETARIAT OPERATIONAL PLAN 1

1 APRIL 2010 TO 31 MARCH 2012

AMNESTY INTERNATIONAL MEMBERS ONLY

SUMMARY

This document summarizes the first International Secretariat's Operational Plan (2010 – 2012) under the Integrated Strategic Plan (2010-2016) as approved by the International Executive Committee (IEC).

The document comprises an overview of key issues, the content of the ISOP articulated in 23 Goals, and a budget summary sheet.

DISTRIBUTION

This is an internal circular which is being sent to all sections and structures.

RECOMMENDED ACTIONS

Please circulate this document in your section or structure as appropriate.

International Secretariat Operational Plan 1 1 April 2010 to 31 March 2012

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OVERVIEW

This overview provides the organizational context in which ISOP1 was developed, specifically background information on the process and parameters used, and the organizational directives it draws from the Integrated Strategic Plan, other ICM Decisions, the Global Priority Statement and the European Priority Statement.

It then outlines the key strategic choices, showing in broad terms how it relates to the ISOP3 which concludes on 31 March 2010, and looks forward towards ISOP2 which starts in April 2012. Finally it provides information on the resource allocation and budget, and defines the plan's format and expectations of reporting.

The overview is followed by the full plan organized around 23 goals, outlining expected outcomes and impact, signs of success and the projects and activities involved.

ORGANIZATIONAL CONTEXT

1. Background

This ISOP is the culmination of a process that has seen unprecedented cooperation between sections and the IS, with joint elaboration and ownership of the Global Priority Statement (GPS) which forms the core of the ISOP and was adopted by the Directors Forum and endorsed by the IEC in November 2009. In addition, IS draft programme plans were shared and discussed with Campaign Coordinators at the International Campaigns Coordinators Meeting, section Directors at the Directors Forum, and with the interim Global Management Team (iGMT) in November 2009 and January 2010. Discussions also took place with the Chair of the International Mobilization Trust. Finally, the interim Secretary General worked closely with the IEC Planning Committee as the plan was developed.

Information on all IS projects remains accessible to the movement through the IS Project Database, which is to be updated regularly.

The learnings from this experience are being taken into account as we embark on a review and reform of IS systems, and will contribute to the discussion on the planning cycle of the IS in the context of the review of AI operations. This may lead to ISOP2 starting on 1 January 2012 in alignment with a new financial year of the IS and most AI entities' planning cycles.

2. Relationship with other movement initiatives

The ISOP contributes to the implementation of One Amnesty as decided by the 2007 ICM, by achieving greater alignment of priorities between the IS and the rest of the movement. Specifically, we took into account:

- The **Integrated Strategic Plan** (ISP), with all its 18 boxes and seven "key directions", which are all present at some level within the ISOP. Each of the 23 ISOP goals indicates which parts of the ISP they relate to.

- The **Global Priorities Statement** (GPS), itself formulated within the ISP, is incorporated in full into the ISOP1: all 16 global priorities are replicated as 16 ISOP goals, with identical titles. The delivery of the work on the GPS portfolios and in particular on the eight flagship projects is therefore at the heart of this ISOP1.

- The **European Priority Statement** (EPS), initially developed in September in alignment with the GPS version presented to the ICM, in order to enable timely agreements on joint planning between our European Institutions Office, European sections and the IS. It still captures the priorities of the GPS as adopted in November, and has been reflected in this ISOP1 (for example in Goal 8 on discrimination, among others). For the next planning cycle it has been agreed that there will *not* be a separate EPS.

- This ISOP, with the GPS as its core component, also reflects **2009 ICM Decision 2**, which required all AI entities to undertake the following work as "core work within the ISP":

  - The Demand Dignity campaign
  - Growth
  - Active participation
  - Investment in leadership
  - Gender mainstreaming

  Four of the five areas above are included in the ISOP through a dedicated goal. The fifth, "investment in leadership", is reflected in Goal 16 (Investing in People and Systems) as well as Goal 18 (Strengthening Governance and Accountability).

STRATEGIC CONTENT

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3. Key strategic choices

This ISOP1 aims at covering **all the areas of the ISP**, although of course with different emphasis in terms of resource investment and volume of work. In terms of the human rights strategy, no significant area of work has been dropped altogether. The ISP reaffirmed, indeed expanded, the demands on the IS, for example Demand Dignity is now a full blown programme of work; there is more to be done on terrorism and counter-terrorism than proposed in the first GPS version; work on women's rights will not stop despite the end of the SVAW campaign; more is expected on partnerships; there is a need for greater investment in technology; and so on. If the IS is to implement the ISP properly it cannot afford to drop in OP1 areas of work that were

present in OP3 and would need to be restarted in subsequent operational plans. The result is, inevitably, a thinner delivery in some areas, especially those not part of the GPS.

- The main strategic emphasis of this ISOP is to focus on the **IS infrastructure**, to ensure that systems not fit for purpose are reformed. We are embarking on a series of reviews in order to carry out changes, from Information Technology to Finance to Communications. The aim is to equip the IS with as good a set of systems as we can afford, and make a leap towards greater efficiency with related savings.

- This plan will therefore be marked by **continuing internal change** in the IS aimed at ensuring our systems and structures remain best aligned to the tasks they are meant to deliver. In addition to the reviews mentioned above, we will complete the restructuring of the International Law and Policy Cluster and will consult and implement changes in the Digital Communications Programme, in Information Technology, and in order to establish a News Hub in the Communications Cluster.

- Another key priority area for investment in this ISOP is that of **Communications**, aimed at making AI a leader among comparable NGOs. In this ISOP we will also implement the changes to set up the Language Resource Centre, finally rationalizing the way AI manages its language services.

- Key for Year 1 is the evaluation of **growth** and the development of the related strategy. Implementation will need to start in Year 2 if not earlier. Funding for implementing the new growth strategy will need to be additional or will require a displacement of work currently planned.

- Greater investment is envisaged by all relevant IS programmes in **BRICS** countries. The first step will be a scoping exercise to explore their role at the international level, while their growth potential will be looked at through the growth evaluation and strategy, so that we can combine these two aspects with our domestic human rights agenda. The scoping exercise will allow us to prioritize work among BRICS and ensure the best allocation of resources (for example, an advocacy presence in Brazil vs. India or Russia). As with the implementation of the growth strategy, BRICS work will need additional resources unless we displace work currently planned.

- Capacity for **country research and action** is planned to remain overall at the same level as it has been for a few operational plans. But at the same time regional programmes are now expected to take on regional IGO work (devolved from the newly reconfigured International Law and Policy Cluster) and invest more in BRICS, specifically on their foreign policy. With current resources we will not advance significantly in these areas, or on areas such as increased field presence and effective global monitoring.

- While resource allocations for this ISOP are flat or decreasing, our commitment to **flexibility** is stronger. We have contained the number of planned projects through some rough guidelines (e.g. in the regional programmes generally no more than one project per team per year) to allow for more capacity for reactive work (both "planned reactive" – i.e. we plan to react according to a set of priorities – and some capacity for unexpected events). We are also increasing capacity for crisis work through the addition of a new Senior Crisis Response Adviser.

- Finally, this is a **bridging plan**, a programme of work which balances the ISP and GPS priorities with the resources available, in order to begin the implementation of the new ISP, but nevertheless open to review as the financial situation evolves. As such it is our best attempt at creating a solid platform, anchored in OP3, on which to build our work in the next operational plans.

4. From ISOP3 to ISOP1

A direct comparison with ISOP3 (ending in March 2010) is difficult as the two plans are structured differently reflecting different ISPs. However, some of the main areas where there is *broad continuity* in terms of investment and expected outputs are:

- The work on **"Counter Terror with Justice"** will continue in the form of a renewed, more focused campaign on Human Rights and Security.

- The ISOP3 increase in work against the **death penalty** will be maintained, working on regional priorities as well as the UN.

- We will sustain our **work with the UN**, specifically the Security Council and Human Rights Council, as well as other elements of the UN that are particularly relevant to the Demand Dignity Campaign.

- In the area of **growth**, we will maintain our focus on the innovative projects that began in the past ISP, ensuring that we do not lose momentum while the growth strategy is developed. At the request of the IEC, and in order to maintain AI presence in the South where it may otherwise be at risk, the IS will invest greater resources into managing AI sections or structures that are not functioning to the required standards due to suspensions, internal conflicts or other organizational challenges.

- The existing capacity to **support research** at the IS and in sections remains limited but will be maintained. However, we will prioritize support for sections in the South, which will mean reduced capacity to support other sections.

- We will continue to develop our **Individuals at Risk** work in line with agreed targets for numbers of cases, and full implementation of review mechanisms.

- **Planning** will receive the same resources for Year 1, but we anticipate the need to boost them in Year 2 as we progress on integrated planning across the movement.

We are planning to do more and better in the following areas:

Beyond the areas identified as Global Priorities, we would stress the following:

- **IS infrastructure**, specifically we are reviewing and then implementing changes in systems and structures, to ensure greater integration and increased efficiency in:
  - Information technology
  - Finance systems
  - Human Resources systems
  - Facilities management
  - Information management

- **Integrated planning** – the Global Planning Team at the IS will help coordinate the joint delivery of the GPS projects between the IS and sections and explore options to enhance planning and reporting in the future.

- **Internal Communications** - we will improve our information sharing and consultation tools with the movement, from the IS Project Database to regular updates on media and campaigns.

- We will enhance our work on **fundraising**, both directly from trusts and foundations and indirectly by supporting sections through the Fundraising Investment Fund or capacity building.

- We will work on **BRICS** countries in an integrated way.

- We will enhance our **crisis response** capacity.

- We will increase support for a new **tactical campaigning** function and crisis campaigning.

- We will reinvigorate our **activism** through the review of activism impact, and expanding the focus on active participation, e-activism and innovation.

- We will develop guidelines and mechanisms to support the work of the movement's professional staff through the **Nurturing Talent project**.

- We will increase our attention to **governance** and leadership development.

We are planning to do less, or to refocus our work, in the following areas:

- The **SVAW campaign** will end, although we will maintain a programme of work on women's rights, broadening the range of women's rights issues, e.g. discrimination, and placing greater emphasis on gender mainstreaming across all goals. The evaluation of the SVAW campaign will inform changes in our campaigning methodologies.

- Work in areas such as **extrajudicial executions** will be carried out mainly through "planned reactive" projects (responding to cases as they arise) or in the context of work were the lead theme is another one (for example, ejes in a project looking at slums) rather than through major proactive projects with ejes as the leading themes.

- We will lower campaigning activities on the **Arms Trade Treaty** as it has now reached the stage of a standard setting exercise requiring advocacy in capitals and in the UN. However, in light of developments in the process of drafting the treaty, we will be ready to activate membership action.

- We will devolve to AI Norway elements of the **Human Rights Education** coordination work.

- We will exit from our role as a trustee organization, as are all the other trustee organizations, of the **Child Soldiers Coalition**, which is restructuring itself from a coalition into an NGO.

- We may reduce the number of **annual report entries** because we cannot sustain quality research in the absence of enhanced global monitoring capacity.

We are planning not to start work in the following areas:

- We will stay in touch with the global campaign on **climate change** but need to explore policy issues and AI's value added first before developing a proper programme of work on climate change as such.

- We do not intend to develop a specific programme of work on **children**, but will address relevant issues in the context of conflict (C3 of the ISP says we will work for the "protection and empowerment of civilians during conflict, particularly of women and children") or other emergencies (e.g. unregulated adoptions in Haiti).

- We will not research **disability**-related human rights violations but will continue to provide support to disability rights organizations, for example by advising them on work with treaty bodies and making submission to relevant UN mechanisms.

- There are no projects on **organized crime** as such, but we would react in the context of our Human Rights Defenders work.

- We will not implement the recommendations in the review of **strategic coverage** to increase our field presence and enhance global monitoring unless additional resources become available.

5. From ISOP1 to ISOP2

The work we are planning in ISOP1 is designed to build a **strong foundation** for work that we would do on the same issues or themes in ISOP2.

In some areas, work in ISOP1 will be mainly **preparatory** with the results coming into fruition in Year 2 of ISOP1 and fully in ISOP2, for example:
- Implementation of the growth strategy
- BRICS work
- Strengthening international justice work through the envisaged AI International Justice Centre in The Hague being developed with AINL.

Ultimately, as we begin to think about the next ISP, AI as a whole should decide whether it can afford to continue the current add-on approach to its work which has informed the current ISP, or rather **focus on a limited number of areas** on which to lead, chosen from among those on which it has built its reputation in past decades and those of more recent engagement, while providing support to partners who are leading in other areas.

Underlying the need for focus is the challenge to ensure that our work is **sustainable:** staying the course for the long term with rights-holders and partners is one of AI's historical strengths and a key factor in its credibility. At the same time, being flexible to respond to external crisis and opportunities will remain a crucial test of AI's relevance.

RESOURCES

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6. Resource allocation and budget

In approving the ISP, the ICM allocated **96.9** million GBP to the international budget (composed of the IS budget plus the Movement Support budget – IMT, Languages, International Meetings and Governance), to be funded from sections' assessment plus IS fundraising income.

The 96.9 million figure included 2.8 million of IS generated income. Additional assessment income of 1.4 million GBP was subsequently calculated based on corrected SFR figures. Deduction of the 2.8 million and addition of the 1.4 million gives the opening income figure of **95.5** million GBP, which has been used as the starting figure for the calculation of the international budget (please see Annex 1).

The figure of 95.5 million has been further revised by the IEC to **91.1** million to reflect the net effect of (a) the financial reality of the situation of AIUSA and potential assessment shortfalls from other sections, (b) the addition of unrestricted voluntary contributions committed to date by sections, and (c) an increased IS projected fundraising income based on recent successful fundraising activities by the IS.

There are then a number of provisions and adjustments made to reflect IS financial and organizational needs, (for example, the need to build up reserves), totalling, **7.7** million. This leaves a total of **83.4** million, of which **14.1** million goes to the Movement Support budget, (of which **8.7** million is allocated to the IMT and **5.4** million to Language, International meeting and Governance). The amount remaining to cover IS expenditure is therefore **69.3** million (compared to the currently forecast 71.4 million for OP3).

Of the **69.3** million for IS expenditure, **48.5** million are allocated to staffing costs and **20.8** million to activities, in a ratio of 70% to 30%. This is the same ratio as in ISOP3, stabilizing a trend that has seen the percentage of staffing costs grow in recent ISOPs from 63% in the last ISOP1, to 67% in ISOP2, to 70% in ISOP3.

The continuing growth of staff costs as a percentage of total operating costs is a structural problem which cannot be sustained. This ISOP1 stops this growth trend and looks at ways to reduce the percentage of staff costs, including by reducing the total number of posts. This balance will be further reviewed after the first quarter ends in September 2010.

7. Allocation of additional resources

In setting a framework for where the IS will invest resources that come in from voluntary contributions, we are also taking into account **2009 ICM Decision 15**, which says that additional contributions "will fund five areas of AI international activity", specifically the following:

New operations:
(i) Investment in areas where AI has a small presence or no presence.
(ii) The costs of international functions carried out on behalf of the international movement by national AI sections/structures.
(iii) Contributions to the costs of self-sufficient sections/structures where this will bring strategic benefits to the international movement.

Existing operations:
(iv) The operations of international entities (e.g., the International Secretariat and its associated non-London offices).
(v) The operations of AI sections and structures which are not self-sufficient."

In line with the ISP, the GPS and 2009 ICM Decisions 2 and 15, additional financial or other resources that would become available to the IS through voluntary contributions or other funding will be allocated so as to enhance agreed priority areas, including specifically:

- Implementation of the **growth strategy**;
- Implementation of the strategy for the **BRICS**;
- Implementation of recommendations of the review of **strategic coverage,** specifically field presence and global monitoring;

Format and reporting

8. Format

This plan is articulated in 23 goals under three main headings, Human Rights Change; Communications and Growth; Impact, Systems and People. In addition there is a group of goals under the heading of Cross-Cutting Themes that capture work under the first three headings and mostly highlight content which is already in those goals.

In order to keep matters simple and consistent, ISOP1 is built around the GPS, which is reflected in 16 goals matching the global priorities, complemented by seven other goals. The contents of these seven additional goals also contribute to the GPS priorities, although they include other work required by the ISP and not addressed by the GPS (for example, work on armed conflict). The relevant IS Senior Director (SD) responsible for coordinating the delivery of each goal is identified next to the goal.

The format of the goals has been designed to emphasize the expected impact and to give high visibility to cross-cutting issues, listed as goals in their own right, in addition to showing the links to the ISP and GPS. Each goal is described in a template with the following categories, explained below:

- **Goal definition**
  This seeks to capture what we are trying to achieve in a particular area of work through the projects or other activities described.

- **Relationship with the ISP and the GPS** (and, where relevant, IEC committees)
  This section shows the links between each goal and the ISP and GPS. Specific goals that intersect with IEC committee work are also identified.

- **Outcomes and Impact**
  These are the results that we would like the project and activities under each goal to achieve. The difference between *outcome* and *impact* is mainly one of timing and immediate consequence (a minister acknowledging that there is a concern to be addressed with regard to maternal mortality) versus a more sustainable effect on the ultimate beneficiaries (more women accessing emergency services). Identifying both outcomes and impact allows us to tell a 'story' of how AI's interventions are expected to contribute to positive change.

- **Signs of Success**
  These are the indicators – measurable events – that would allow us to monitor whether we are making progress towards that goal (the number of women accessing emergency services).

- **Projects / Activities**
  The work for the goals under Human Rights Change is organized in *Global Projects* and *Regional and Country Projects.* The GPS flagship projects are highlighted here. Year 1 and Year 2 projects are identified where relevant.

  Work under Communications and Growth and Impact, Systems and People are organized simply under *Projects.*

  Work under Cross-Cutting Themes is described as *Activities.*

  This ISOP1 summary does not include an exhaustive list of projects. Details on all IS projects are to be found in the Project Database accessible to sections and structures.

9. Reporting

The IS will report on activities, outcomes and impact against these 23 goals. We will also report on our estimates regarding staff time devoted to these goals and on the expenditure for the activities.

We will *not* allocate staff time across all activities at this budgeting stage, as in previous plans such exercise has not been accurate enough to warrant the effort. However, in order to ensure that we do not over-plan, we have made estimates of the time dedicated by staff to projects, reactive work and annual leave.

CONTENTS

HUMAN RIGHTS CHANGE

Goal 1: Demand Dignity (GPS)
Lead - SD Campaigns

Goal definition	The campaign seeks changes in <u>policy</u> and in <u>practice</u> through a three-fold approach: ▪ Accountability of national and international (state and non-state) actors for the human rights abuses that fuel poverty ▪ Access to equal rights and services essential to human dignity ▪ Active participation of poor people and their representatives in combating poverty
Relationship to the ISP and GPS	ISP: C1 *Empowering People Living in Poverty* Contributes to: C2 – *Defending Unprotected People on the Move*; C3 – *Defending People From Violence Committed by the State and non-State Actors*; C4 – *Protecting People's Freedom of Expression and Freedom from Discrimination* and its Goals P3 – *Promoting Human Rights to Create Solutions*; E3 – *Responding To Emerging Challenges and Opportunities.* GPS: **Demand Dignity** portfolio. *Embedding Human Rights in the MDGs* flagship project.
Outcome and impact we seek	▪ A key group of friendly states will promote human rights standards, including the right to participation and the principle of non-discrimination in MDG framework ▪ Human rights and how they related to poverty will be increasingly taken into account by UN agencies involved in MDG efforts as well as the UN human rights machinery ▪ AI will more effectively link individuals to our work against poverty, amplifying the voices of rights-holders ▪ Rights holders are empowered to speak out and take action, including by having their right to be consulted recognized in the MDG process ▪ There will be mass mobilisation of AI members and partners on behalf of rights holders ▪ International standards on forced evictions will be increasingly respected and implemented in specific countries ▪ Residents in communities known as 'slums' will participate in decisions that affect them, for example on slum upgrading ▪ Women's sexual and reproductive rights will be increasingly respected, protected and fulfilled. Access to essential maternal health will increase in selected countries ▪ Governments in selected countries will establish effective and accessible mechanisms to ensure the active participation of women and communities in decisions that affect their lives ▪ Specific states will ensure effective regulation of extractive industries and remedies for associated violations ▪ Home states will initiate legislative change to ensure that companies are held to account

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	▪ International Financial Institutions will ensure they do not support extractive projects that would lead to abuses
Signs of success	▪ Greater inclusion of rights holders and civil society organizations in the MDG processes ▪ Improved media reporting on slums and slum dwellers ▪ Increased information about health assistance related to maternity issues ▪ Increased proportion of qualified staff dedicated to maternal health in relevant areas ▪ Improved transport system in rural areas ▪ Improved training of health personnel ▪ Participation of civil society in decision making processes that affect their lives (in particular by women) ▪ At least two home states will initiate legislative change to ensure that companies are held to account ▪ Commitment of International Financial Institutions to adopt policies to ensure that extractive projects do not lead to abuses
Global Projects	▪ **Flagship project: Embedding Human Rights in the MDGs** – Ensure that MDGs and any successors fully integrate the protection and fulfilment of human rights, including in terms of states' accountability ▪ **Rights of slum-dwellers** – End forced evictions, promote the rights of slum-dwellers to adequate housing, water, sanitation, health, as well as right of association, and secure their active participation in the decisions that affect them ▪ **Maternal mortality** – Campaign to empower women, especially through the promotion of sexual and reproductive rights and protection from violence and discrimination, as part of the work to reduce maternal mortality ▪ **Legal enforcement** – Provide better access to justice for people living in poverty, including implementation of positive precedents on ESCR in target countries, and possible strategic litigation on ESC rights ▪ **Corporate accountability** – Hold companies in the extractive industries to account for human rights abuses, calling on states to establish effective frameworks to regulate companies both nationally and transnationally, preventing abuses, ensuring greater transparency, and providing access to remedies

Regional and Country Projects	Year 1
	▪ Albania – ESC rights of adult orphans
	Year 1 and Year 2
	▪ Roma education - Slovakia and Czech Republic ▪ Roma housing - Romania and Italy ▪ Georgia - ESC rights of IDPs ▪ Slovakia - Legal enforcement ▪ Tajikistan - Education of girls ▪ Slums - Kenya, Brazil, Egypt, Mongolia and Afghanistan ▪ Papua New Guinea - Informal settlements ▪ Cambodia - Forced evictions, consequences for women ▪ India - ESC rights of indigenous and other marginalized communities ▪ Maternal mortality - Yemen and Indonesia
	Year 2
	▪ Turkey - Forced evictions ▪ Slovenia - Roma adequate housing ▪ Philippines - Extractives, corporate accountability and Indigenous Peoples ▪ Bangladesh - Possible project on Slums or Indigenous people in Chittagong hill tracks ▪ Maternal mortality - Nepal and Mexico

GOAL 2: No Security without Human Rights (GPS)
Lead - SD Campaigns

Goal definition	End all forms of unlawful detentions and achieve accountability for human rights abuses through the prosecution of those responsible and reparations for victims of state and armed groups.
Relationship to the ISP and GPS	**ISP**: C3 – *Defending people from violence committed by the state and non-state actors*; Contributes to: C4 – *Protecting people's freedom of expression and freedom from discrimination;* C2 – *Defending unprotected people on the move;* C1 – *Empowering people living in poverty.* Also relates to other ISP goals P3 – *Promoting Human Rights to Create Solutions;* E3 – *Responding To Emerging Challenges and Opportunities.* **GPS**: ***No Security Without Human Rights*** portfolio. *Ending Unlawful Detentions* flagship project.

Outcome and impact we seek	- There is a discernible reduction in the number of individuals held in unlawful forms of detention in the name of "countering terrorism" or "national security" in specified countries - Governments increasingly respect the right of anyone deprived of liberty (including under administrative detention) to challenge the lawfulness of the detention - Governments move towards greater reliance on ordinary criminal justice systems "Security"-related legislation, powers and policies are not used to detain prisoners of conscience - The International Convention for the Protection of All Persons from Enforced Disappearance enters into force - The rights of victims of terrorism, as well as other victims of armed groups, in particular women, are protected by governments and better promoted by the UN and other international institutions - Those responsible for acts of terrorism are brought to justice through proceedings which meet international fair trial standards - Those responsible for human rights violations committed in the name of "national security" and "countering terrorism" are held to account, including through criminal prosecutions - There is greater acknowledgment that robust human rights safeguards must be placed at the heart of national and international counter-terrorism strategies and practices - There is greater synergy between human rights defenders, including those working on women's rights, in addressing abuses in the context of terrorism and counter-terrorism
Signs of success	- Improvement in policy and practice linked to unlawful detentions where AI has active projects - Change in discourse by government authorities or social actors on the need to respect human rights while countering terrorism - Increased public debate on unlawful detentions and systems that bypass the ordinary criminal justice system - Increased references to human rights and focus on impact on civilians, including women, in the political debate regarding attacks by armed groups - Increased instances in which those responsible for human rights abuses are brought to justice - Increased success in legal proceedings to challenge unlawful detentions and other unlawful counter-terrorism practices - Additional governments ratify the International Convention for the Protection of All Persons from Enforced Disappearance - Increased activity by human rights defenders in countries that curtail their activities through security legislation - Increased level of capacity and knowledge by key players (within the AI movement and beyond) to campaign on the issue

Global projects	Year 1 and Year 2
	▪ **Flagship project: Ending unlawful detentions**
	Oppose unlawful forms of detention in the name of "national security", including "preventive" or "administrative" detention, incommunicado and secret detention and enforced disappearance. Focus on violations of freedom of expression, association and peaceful assembly, including the detention of prisoners of conscience. Address abuses against women linked to unlawful detentions and promote global standards for "counter-terrorism" detentions. Highlight the human cost of abusive national security measures, including to the families and wider communities of those detained. Develop legal and policy analysis to further the campaign's objectives
	▪ **Developing AI's work on the rights of victims of terrorism and armed groups**
	Document abuses by armed groups (including abductions, hostage-taking and detentions) highlighting the perspectives of individual victims, especially women. Advocate for adequate measures of reparations for victims. Advance policy analysis and identify opportunities for targeted research on specific situations. Develop strategy to increase governments' respect and promotion of the rights of victims of terrorism and armed groups, including through action by the UN and other international institutions
	▪ **Accountability for abuses perpetrated in the name of "Countering Terrorism"**
	Address the impunity for past abuses in the "war on terror" as well as ongoing abuses in similar contexts, by seeking to ensure that perpetrators are brought to justice, victims are provided with adequate remedies, and that legislation and policies ensure that they will not happen again. Develop strategy to seek prosecution of those suspected of crimes under international law, including torture and enforced disappearance
Regional and country projects	Year 1
	▪ Pakistan - Violations in North-Western Pakistan
	▪ Egypt - Administrative detention
	▪ Mauritania - Arbitrary detentions, abuses by security services
	▪ Turkey - Criminalisation of children protesters
	Year 1 and Year 2
	▪ Europe - Cross-regional project on national security
	▪ Ethiopia - Implementation of repressive legislation (detentions)
	▪ Swaziland - Repression driven by "national security"
	▪ Afghanistan - Increasing insecurity
	▪ Afghanistan - Defending women's rights
	▪ Afghanistan - Civilian casualties (reactive)

	▪ Sri Lanka - Confronting repression, justice and dissent ▪ India - Preventive detentions ▪ Pakistan - Enforced disappearances ▪ USA - Armed conflict and counter terror ▪ Saudi Arabia - "War on terror", secret detention, torture, trials ▪ Iraq - Detentions, torture, lack of accountability ▪ Russian Federation / North-Caucasus - Disappearances, arbitrary detention, torture and killings Year 2 ▪ Lebanon - Detentions and torture

Goal 3: Make International Justice Real (GPS)
Lead - SD International Law and Policy

Goal definition	Achieve universal ratification of the Rome Statute of the International Criminal Court (ICC) with comprehensive implementing legislation operational in all states. States recognize the principle of universal jurisdiction and adopt legislation that allows its exercise.
Relationship to the ISP and GPS	**ISP**: C3 – *Defending people from violence committed by state and non-state actors* Contributes to all remaining Human Rights goals. **GPS**: '***Make International Justice Real*** portfolio. *Ratifying the ICC Universally* flagship project.
Outcome and impact we seek	▪ States ratify and implement the Rome Statute and other international justice treaties ▪ States incorporate in national law crimes under international law ▪ States bring to justice those responsible for crimes under international law, providing full reparations to victims, including victims of crimes of sexual violence ▪ Increasingly domestic legal systems come into compliance with international legal standards, making justice more accessible ▪ States recognize the principle of universal jurisdiction and there are credible exercises of universal jurisdiction ▪ The ICC gains more credibility and addresses effectively international crimes within its jurisdiction
Signs of success	▪ Increased ratification of the Rome Statute; the Convention against Torture and its Optional Protocol; and the International Convention for the Protection of All Persons from Enforced Disappearance ▪ Domestic legal systems comply with international legal standards, making justice more accessible ▪ Legislation is enacted guaranteeing victims the right to full reparations for crimes under international law and providing

	effective means to obtain such reparations ▪ Increased investigation and prosecution in national and international courts of persons suspected of crimes under international law, including gender and sexuality based violence ▪ There is greater participation of women in peace negotiations and in rebuilding justice
Global projects	<u>Year 1 and Year 2</u> ▪ Flagship project: Campaign for the universal ratification of the Rome Statute and effective functioning of the ICC ▪ Support ratification and implementation of the Convention against Enforced Disappearance ▪ Establish with AI Netherlands the Centre for International Justice in The Hague to drive AI's campaign against impunity and provide experts with access to relevant resources ▪ Develop international law to address impunity ▪ Rebuild support for universal jurisdiction ▪ Develop national projects to address impunity for crimes under international law ▪ Improve the Access to Justice project: Show that the denial of access to justice is caused by the interplay of issues such as the lack of an effective legal system; the existence of obstacles faced by people who are marginalized; corruption; the lack of standards and mechanisms to hold corporations to account; and discrimination in law and practice
Regional and country projects	<u>Year 1 and Year 2</u> ▪ Africa - Promote accountability through international justice ▪ El Salvador - Impunity and denial of reparation for past violations ▪ Colombia - Impunity ▪ Japan - Justice for survivors of military sexual slavery system ▪ Nepal - Campaigning for international justice ▪ Bangladesh - War crimes ▪ Balkans - Combat impunity for war crimes

Goal 4: Global Action for the Abolition of the Death Penalty (GPS)
Lead - SD International Law and Policy

Goal definition	Achieve a moratorium on executions in key countries and a reduction in the overall number of capital crimes, contributing to the global trend towards abolition.
Relationship to the ISP and GPS	ISP: C3 – *Defending People From Violence Committed by States and Non-State actors.* GPS: *Global Action for the Abolition of the Death Penalty* portfolio.

Outcome and impact we seek	- Overall reduction in executions, strengthening the international trend towards abolition - Highlight the discriminatory consequences of the death penalty for people living in poverty, juveniles, women, or because of race or ethnicity - Reinforced UN moratorium resolution at the General Assembly
Signs of success	- Concrete moves towards abolition of the death penalty in priority countries, e.g. moratorium on executions - Increase in positive votes and co-sponsorship for the UN General Assembly resolution - Win five to six countries to 'Yes' support for the UN resolution on moratorium - AI maintains its lead role within the worldwide abolitionist movement including through the publication of annual death penalty statistics and information, and coordinated death penalty action
Global projects	Year 1 and Year 2 **Global moratorium** Pursue support for the global moratorium on executions by working at the UN General Assembly (Oct-Dec 2010) and the African Commission on Human and Peoples' Rights, calling on specific states to establish a moratorium on executions **Reduce the number of executions and death sentences** Target specific countries to reduce the number of capital offences and comply with international standards **Strengthen the international abolitionist movement** AI will continue to play a leading role in the push for ratification of the 2nd Optional Protocol to the ICCPR and for increased support for the resolution at the GA; the World Day against the Death Penalty on 10 October; and the Cities for Life event on 30 November 2010. This will be done primarily through the publication of death penalty material including annual statistics, and working with partners, including the World Coalition Against the Death Penalty
Regional and country projects	Year 1 and Year 2 - Africa - Nigeria, Sudan, Burkina Faso, Mali, Benin, Ghana - Asia-Pacific - Anti-Death Penalty regional project - Americas – Caribbean, USA - ECA - Belarus, Kazakstan, Tajikistan, Russia - MENA - Yemen, Iran (executions of juvenile offenders)

Goal 5: Protecting People on the Move (GPS)
Lead - SD International Law and Policy

Goal definition	Reduce state laws and practices which exploit, criminalise or otherwise fail to respect the human rights of migrants and asylum seekers.
Relationship to the ISP and GPS	ISP: C2 – *Defending Unprotected People on the Move* Contributes to all remaining Human Rights goals. GPS: *Protecting People on the Move* portfolio.
Outcome and impact we seek	▪ Reduced number of people detained or prosecuted solely due to their immigration status ▪ Xenophobic rhetoric linking migrants to criminality replaced with the language of rights ▪ Effective access to and enjoyment of ESCR for people on the move or in host countries, with a particular focus on education, housing and health ▪ Improved compliance of migration and refugee laws and policies with international human right standards, including state practices in response to mixed migration flows ▪ States are held to account for violations of international law and migrants and asylum seekers have effective remedies to regularise their status and maintain their human rights
Signs of success	▪ Increased public awareness and recognition by states of their responsibility to protect the human rights of all people on their territory regardless of migration status, and to adopt and enforce laws which safeguard these rights and prohibit discrimination on the basis of national origin ▪ The International Convention on the Protection of Migrant Workers is ratified by more states of origin and states of employment and its measures are incorporated in national legislation
Global projects	Year 1 ▪ **Develop a strategy on refugees, migrants and Internally Displaced Persons (IDPs)** Address key priority areas as well as respond effectively to other strategic or emerging areas such as mixed migration, including interdiction, trafficking and climate change displacement. Address policy development and training, lobbying of international organisations and increase the ratification of relevant instruments Year 1 and Year 2 ▪ **End the criminalisation of people due to migration status** Help ensure that migrants become less vulnerable to routine detention and criminalisation or exploitation resulting from their irregular status. Identify and promote good practice by states,

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	including in relation to alternatives to detention and proactively engage with relevant human rights bodies and processes, including the Human Rights Council and ongoing initiatives of other key stakeholders including UNHCR and OCHCR ▪ **Protect the dignity of people on the move** Through research on ESCR-related persecution and advocacy, training and strategic litigation, ensure a progressive interpretation by states of the right of individuals to be recognised as refugees on the basis of violations of ESC rights that amount to persecution. Expose deprivation and barriers to the realisation of ESCR for migrants, supporting the work on the Demand Dignity campaign
Regional and country projects	Year 1 ▪ Asia-Pacific - Regional project on migrant workers and refugees ▪ South Korea - migrant workers rights ▪ Africa Great Lakes (forced return) ▪ West Africa (interdiction, detention, discrimination) ▪ South Africa (discrimination) ▪ Chad and Somalia (displaced and refugees in armed conflict) ▪ Americas - Mexico migrants rights ▪ MENA - Algeria (criminalisation and detention) Year 1 and Year 2 ▪ EU - Detention and refoulement ▪ ECA - Balkans: forcible returns to Kosovo, Eurasia: refoulement and detention of non-nationals: Russian Federation – Registration and access to ESC rights Year 2 ▪ Dominican Republic – ESC rights and migrant rights ▪ Lebanon - detention

Goal 6: Ensuring Freedom of Expression
Lead – SD Research and Regional Programmes

Goal definition	Protect the right to peaceful dissent and the freedoms of expression, association and assembly, including through demanding the immediate and unconditional release of all prisoners of conscience and advocating for fair trial and due process protections for all detainees, including political prisoners.
Relationship to the ISP and GPS	**ISP**: C4 - *Protecting people's freedom of expression and freedom from discrimination.* **GPS**: Contributes to all campaigning, opportunities and capacity building portfolios.

Outcome and impact we seek	▪ Prisoners of conscience are released, and individuals empowered to express themselves freely and in safety ▪ States enact and implement laws that protect freedom of expression ▪ Public opinion is mobilized to resist erosion of human rights standards through the criminalization of legitimate expression and dissent
Signs of success	▪ Laws which unduly restrain freedom of expression are successfully challenged and repealed ▪ States cease bringing criminal charges against individuals as a pretext for punishing their exercise of the right to free expression
Global projects	Global policy analysis in support of regional projects (covering both years)
Regional and country projects	Year 1 ▪ North Korea - Detention conditions and discrimination Year 1 and Year 2 ▪ Africa - Burundi, Eritrea, Ethiopia, Sudan and Uganda ▪ Eurasia - Repression of dissent and human rights defenders ▪ Russian Federation - Repression of dissent ▪ Russian Federation - Human rights defenders ▪ Balkans - Repression of dissent ▪ Turkey - Repression of dissent ▪ Morocco/Western Sahara - Repression of dissent ▪ Iran - Repression of dissent ▪ Myanmar - Elections and persecution of political activists ▪ Cuba - Repression of dissent Year 2 ▪ Vietnam - Freedom of expression ▪ Venezuela - Repression of dissent

Goal 7: Fighting Discrimination
Lead - SD Research and Regional Programmes

Goal definition	Reduction of persecution, exclusion and discrimination based on race, ethnicity, nationality, religion, sexual orientation, gender or other aspects of identity and belief, by both state and non state actors, and in both formal and parallel legal systems.
Relationship to the ISP and	**ISP**: C4 - *Protecting people's freedom of expression and freedom from discrimination.*

GPS	GPS: Contributes to all campaigning, opportunities and capacity building portfolios of the GPS, in particular *Demand Dignity* and *Protecting People on the Move.*
Outcome and impact we seek	▪ Individuals enjoy effective protection against discrimination based on identity or belief through the introduction and implementation of anti-discrimination legislation, and through the erosion of social prejudices underlying discrimination ▪ States enact and implement laws that prevent the incitement of hatred and violence ▪ Indigenous rights are recognised in law and indigenous peoples whose rights are violated obtain redress ▪ Sexual and reproductive health rights issues are promoted and protected as human rights ▪ Both state and non-state actors condemn and take action to prevent the use of customary and religious justifications for acts of violence against women and LGBT communities
Signs of success	▪ States proactively identify and end both de jure and de facto discrimination ▪ Laws on incitement are adopted in a number of states ▪ More states adopt the Declaration on the Rights of Indigenous Peoples; ratify the Convention on Migrants Rights and the Convention of the Rights of People with Disabilities ▪ States withdraw reservations pertaining to CEDAW
Global projects	▪ Global policy analysis in support of regional projects (covering both years)
Regional and country projects	<u>Year 1</u> ▪ Combat violence against women and campaign for sexual and reproductive rights in Guatemala, Mexico and Nicaragua ▪ Syria - Discrimination and violence against women ▪ China - Uighurs <u>Year 1 and Year 2</u> ▪ Europe - Discrimination and intolerance, including against LGBT people, in the criminal justice system and through manifestations of racism and religious intolerance ▪ Europe – Discrimination and the exclusion of Roma from access to education and housing ▪ Ukraine - Racism and discrimination ▪ Balkans - Citizenship and statelessness ▪ India - ESC rights of indigenous and other marginalized communities ▪ Combat violence against women and campaign for sexual and reproductive rights in Iraq and Yemen. ▪ Combat discrimination against specific groups, including refugees, asylum-seekers and migrants in South Africa.

	▪ Pacific Islands - advocacy against violence against women
	Year 2
	▪ Combat violence against women and campaign for sexual and reproductive rights in El Salvador and Dominican Republic
	▪ Philippines - Corporate accountability and human rights of indigenous peoples

Goal 8: Addressing Violence by the States and Armed Groups
Lead - SD Research and Regional Programmes

Goal definition	Protect the right to life and physical integrity against attacks by state forces and armed groups, and ensure stronger accountability for abuses.
Relationship to the ISP and GPS	**ISP**: C3 - *Defending people from violence by state and non-state actors* Contributes to all remaining Human Rights goals. **GPS**: Contributes to all campaigning, opportunities and capacity building portfolios of the GPS, in particular *No Security without Human Rights.*
Outcome and impact we seek	▪ Policing standards such as those on the use of force improve in selected countries, with systems for accountability introduced and functioning ▪ The incidence of torture or other ill-treatment is reduced, and safeguards against such abuse reinforced ▪ State forces and armed groups involved in armed conflicts give greater respect to international law and some armed groups, particularly those controlling territory, publicly commit to respect for international law ▪ Both state and non-state actors commit to the protection of civilians and reject the use of sexual or gender based violence and the recruitment of child soldiers as tactics ▪ Religious and community leaders speak out against discrimination ▪ Local human rights groups gain improved understanding of international humanitarian law and feel more confident to speak out in conflict situations ▪ Individual suspects of war crimes and other violent human rights abuses in the context of conflict are brought to justice ▪ More countries join the Arms Trade Treaty and its provisions secure greater control on the flow of arms and related abuses
Signs of success	▪ States demonstrate a commitment to peace-building which promotes respect for and implementation of human rights ▪ There will be broad ratification of the Optional Protocol to the

	Convention against Torture and of the Convention on Enforced Disappearance ▪ States adopt and implement the UN Arms Trade Treaty ▪ The crime of torture will be codified in national criminal codes ▪ There will be an increase in the prosecution of state officials and members of armed groups for crimes under international law, including gender and sexuality based violence ▪ Standards on corporate accountability for complicity in human rights abuses in conflict situations will be developed ▪ There will be greater participation of women in conflict prevention and resolution and post-conflict reconstruction ▪ Rapid and effective international peace-keeping operations with a strong human rights protection component are in place
Global projects	▪ Global policy analysis in support of regional projects (covering both years).
Regional and country projects	Year 1 ▪ Police ill-treatment in Greece, Germany (WOOC) and continued campaigning work in Austria, France and Spain ▪ Paraguay - Access to justice ▪ Mexico - Abuses by the military ▪ Venezuela - Public security ▪ Thailand - Violations in the context of southern insurgency ▪ Philippines - Ejes and enforced disappearances (reactive) ▪ Malaysia - Epidemic of caning ▪ Burundi and Rwanda - Criminal justice system ▪ Morocco/Western Sahara - Impunity ▪ Reactive work - I/OPT/PA conflict and other MENA countries Year 1 and Year 2 ▪ Mozambique - Access to justice ▪ Nigeria - Killings in Niger Delta ▪ Liberia - Accountability for war crimes ▪ Zimbabwe - Ending impunity ▪ Equatorial Guinea - Torture ▪ Chad, DRC, CAR, Sudan, Somalia - Protection of civilians ▪ Colombia and El Salvador - Impunity ▪ Dominican Republic - Public security ▪ USA - Use of force / torture in supermax prisons ▪ India and Bangladesh - Extrajudicial executions ▪ DPRK - Detention and disappearances ▪ Sri Lanka and Philippines - Post-conflict abuses (reactive) ▪ Balkans - Building justice ▪ Turkey - Torture and other ill-treatment ▪ Russian Federation - Torture and other ill-treatment ▪ Eurasia - Torture and other ill-treatment ▪ Egypt and Iran - Policing use of force

	▪ Iraq - Torture and detentions ▪ Reactive - Impunity in South America, amnesty in Brazil Year 2 ▪ China - Re-education-through-labour

COMMUNICATIONS AND GROWTH

Goal 9: Communicating in a Changing Environment (GPS)
Lead - SD Communications and Information

Goal definition	Achieve human rights change by communicating AI's campaigns and concerns effectively in the context of a fast evolving communications environment, enhancing mobilization and expressing our identity and values.
Relationship to the ISP and GPS	**ISP**: E4 – *Communicating Effectively,* L4 – *Leveraging technology to Enable Change.* Enables effective work on all of ISP Human Rights goals (C1 – C4), and partnerships goals (P1 – P3). Contributes to*: E1 – Promoting active participation by members and supporters, R1 – Building new constituencies and renewing membership, R2 – Increasing our donors and growing our resources.* **GPS**: *'**Communicating in a Changing World'** portfolio. Renewing AI's identity – AI @ 50 flagship project. Contributes to Building Global Digital Strategy portfolio.*
Outcome and impact we seek	▪ Human rights content in news output contributes to setting the human rights agenda ▪ Human rights messages are timely, engaging and relevant, delivered strategically to people and powers no matter where they are and in languages they can access ▪ Express the identity of AI as a global movement for human rights, recognized throughout the world as being trustworthy and relevant across the globe ▪ Communications messages, inserted into news output in all media, succeed in challenging perceptions and changing the debate
Signs of success	▪ High quality communications for a wide range of audiences in a wide variety of media, leading to increased audience retention rates and responses to calls for action ▪ Wider and a greater variety of audiences engage with AI content ▪ AI's comment is actively sought by media and decision-makers as well as other participants in the debate ▪ AI's identity is understood by, and resonates with, key stakeholders (from members and rights holders to those we seek

	to influence such as state and non-state actors, including the general public and the media) ▪ AI's brand is consistently recognised as trustworthy, authoritative and relevant across the globe
Projects	Year 1 ▪ **Flagship project: AI@50 – Renewing AI's identity** Deliver and maximize the impact of the communications strategy and toolkit, and coordinate anniversary activities for the movement ▪ **Approach the Media Globally** Work across the movement to deliver effective media visibility to AI's human rights agenda at both strategic and tactical levels on a 24/7 basis ▪ **Global Identity implementation** Evolve our current identity into a truly Global Identity with an agreed brand position and an enhanced visual identity tool kit ▪ **AI Language Resource Centre Integration** Deliver the vision and strategy of AI's Language Strategy ▪ **News Hub** and **Integrated Story Hub** Create a News Unit at the IS that will deliver high quality news capability and manage and develop our human rights narratives, publishing them across many platforms, serving campaign objectives and reaching new and established audiences Year 2 ▪ **Brand management and development** Develop the architecture required to effectively manage our brand and reputational risk ▪ **AI Report "next generation"** Develop our core product for the "digital first" publishing strategy ▪ **International publishing strategy** and **process management** Prepare to for a "digital first" publishing environment and maximize our ability to generate content. Focus on implementing greater effectiveness for print campaign communications ▪ **Knowledge management** Prepare the ground for implementing a knowledge management strategy in OP2

Goal 10: Building a Global Digital Strategy (GPS)
Lead - SD Communications and Information

Goal definition	Enhance AI campaigning, accountability and fundraising objectives through the use of better communications platforms and channels.
Relationship to the ISP and GPS	**ISP**: E4 – *Communicating Effectively*, L4 – *Leveraging technology to Enable Change.* Contributes to: *C1 – Empowering people living in poverty, P1 – Growing the global human rights movement, P2 – Being a partner of choice, P3 – Seeking options and creating collective solutions, E1 – Promoting active participation by members and supporters, E2 – Linking the local & global, E3 – Responding to emerging challenges & opportunities, R1 – building new constituencies and renewing membership, R2 – Increasing our donors and growing our resources.* **GPS**: *Building Global Digital Strategy* portfolio. *Transforming AI's Digital Platforms and Tools* flagship project. Contributes to *Communicating in a Changing World*' portfolio.
Outcome and impact we seek	▪ Increased levels of engagement among constituents, driven through distribution of timely and relevant information, tools for activism and opportunities for new ways of giving ▪ Wider outreach and engagement with constituents in the Global South and East ▪ Be the human rights content provider of choice in the digital space, enabling actions which bring positive change
Signs of success	▪ Wider range of digital touch-points resulting in greater visibility across digital properties ▪ Effective use of digital platforms in order to engage with harder to reach constituents ▪ Improve constituent data-flows into and through the organization ▪ Supporters give differently, e.g. pledge-banking, crowd-sourcing, micro-activism ▪ With mobile in particular, aim to narrow of the digital divide between rights-holders in the Global North and the Global South and enable communication to and through new constituents ▪ AI becomes the global source/resource of choice for human rights in the digital landscape ▪ Content is easy to find across a range of platforms. ▪ Increased audience retention rates and responses to calls for action

Projects	<u>Year 1 and Year 2</u> ▪ **Flagship project: Transforming AI's Digital Platforms and Tools** This flagship project is being implemented through the following four sub-projects: ▪ **Digital Survey** Movement-wide survey to determine the size, order and range of digital priorities ▪ **Technical Development** Develop new and existing digital platforms and dedicated properties, improving technical infrastructure through system upgrades ▪ **Mobile Development** Develop new and existing mobile digital properties for low and high-specification handsets. Version 1.0 and 2.0 of AiCandle for iPhone. In Year 2, Version 3.0 of AiCandle for iPhone, plus other mobile operating systems (e.g. Andriod, Blackberry). Continued roll-out of SMS platform ▪ **Global Action Centre** Enable movement-wide activism, mobilisation and crisis response through digital channels. Version 1.0 and 2.0 of Global Action Centre in Year 1, and Version 3.0 in Year 2 ▪ **Customer Relations Management** Year 1, upgrade the supporter relations management system in order to lay the foundations for development of movement-wide systems. Year 2, continued development towards movement-wide systems and processes ▪ **Internationalization Development** Year 1, scoping for Amnesty.org redesign, working alongside AI Australia, Netherlands and UK website redevelopment projects. Year 2, initial roll-out of Internationalization modules ▪ **Global Analytics** Year 1, pre-launch and test phase of analytics work, alongside AI Australia, UK and USA. Year 2, mainstream digital property analytics throughout the movement ▪ **Applications and Widgets** Develop tools for use in campaigning and fundraising

Goal 11: Growing in the 21st century (GPS)

Lead - SD Campaigns and SD International Law and Policy (both covering for SD International Mobilization)

Goal definition	Deliver, enable and support sustainable growth both within AI and the broader human rights movement to achieve an increase in the human rights impact of AI's work worldwide and in particular in the global South and East.
Relationship to the ISP and GPS and IEC	**ISP**: *P1 – Growing & developing the global human rights movement, P2 – Building Effective Partnerships, L3 – Making diversity and gender mainstreaming a reality, R1 – Building new constituencies & renewing membership, R2 – Increasing our donors and growing our resources* Contributes to *L4 – Leveraging technology to enable change, R3-- Distributing our resources strategically, E1 – Promoting active participation by members and supporters.* **GPS**: *Growing in the 21st Century* portfolio. *Enhancing Innovative Growth* flagship project. **IEC Strategy Committee, Assessment to Distributions Task Force.**
Outcome and impact we seek	▪ Growth in the global human rights movement particularly in the global South and East ▪ High quality CRM systems support international and national membership, integrating fundraising, campaigning and activism ▪ Fundraising performance achieves income targets for the ISOP1 as well as additional fundraising in cooperation with movement partners ▪ AI sections and structures will have increased capacity to manage their operations effectively, show increased fundraising results and provide evidence of human rights impact ▪ AI will sustain and grow the base of financial supporters through the work of the Fundraising Global Service line ▪ Major Growth Projects will continue to explore alternative forms of presence in areas where AI has not prospered in the past ▪ AI entities managed by the Secretary General during periods of organizational crises will improve performance and develop their growth potential ▪ Supporters in countries where there is no AI presence are able to engage with AI through meaningful and web presence
Signs of success	▪ Increased ability of AI management and governance to perform at high standards of competence and performance ▪ Increased outreach to and engagement with people active in civil society with effective communications and opportunities for support ▪ Renewed engagement of those already active in AI (both in section and structures and in countries where there is no AI

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presence) affirming the value of current members, volunteers, activists, donors and staff and increasing their creative participation
- Targets met for building a broader and inclusive supporter base wherever AI has local presence, specifically among young people
- Increased capacity of AI sections and structures to develop sustainable fundraising strategies and deal with the internal challenges of growth
- Targets set and met for increased income and supporters in both traditional and new markets
- Targets set at the movement level for cost effective fundraising as measured by AI's rates of "return on investment" in fundraising and the "lifetime value" of supporters. These are benchmarked and found equivalent to best practice

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Projects

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Year 1 and Year 2

- **Flagship Project: Enhancing Innovative Growth**
This flagship project includes a fundraising component as well as a people's growth component, to be implemented primarily through the following three sub-projects:

- **Integrated fundraising strategy for Amnesty International**
Further build the global integration of AI's fundraising activities and lead on the Centre of Expertise for trusts and foundations. Establish targets, good practice ways of fundraising and joint delivery of fundraising activities

- **International fundraising**
Access funding opportunities from trusts and foundations and individuals not otherwise targeted by sections and contribute to international fundraising from major donor prospects

- **Major Growth Projects**
- Establish AI presence in Kenya, managed from the IS office in Nairobi
- Asia Pacific Youth – develop the work of AI sections and partners through a network model that allows for on and offline activism in countries with and without AI presence
- Strategic Partnership – explore options for presence in countries where AI has no local entity through partnership with mission-friendly NGOs
- Online Communities Project – provide online activism and e-membership options for people in countries with no sections and structures, thus increasing the representation within AI of voices from the global South
- Arabic Voices – develop communications and participation tools for people in the MENA regions who want to engage with the human rights movement

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	▪ **Comprehensive Growth Review and Strategy** Carry out a comprehensive review and develop new growth strategy in Year 1, and implement it in Year 2 ▪ **Management of SG-led national operations** Continue to develop the work on AI's presence in South Africa, Ghana, Zimbabwe, Benin, Philippines, and others as needed ▪ **Emergency interventions and closure** Ensure that there is timely and effective dealing with internal crisis and problem situations in sections or structures, with careful management of reputational risk ▪ **Movement capacity building** Carry out short and medium term interventions for skills building, contributing to the capacity of sections and structures to increase their fundraising and marketing performance, improve management and governance, and increase human rights impact

Goal 12: Promoting Human Rights Education
Lead - SD Campaigns

Goal definition	Support the development and implementation of effective and sustainable Human Rights Education (HRE) policy and practice globally.
Relationship to the ISP and GPS	**ISP**: This goal relates to the ISP's overall purpose of *empowering rights-holders*. Contributes to the delivery of the ISP goals related to Partnership (P1 – P3) and Excellence (E1 – E4). **GPS**: Contributes to all campaigning, opportunities and capacity building portfolios.
Outcome and impact we seek	▪ The AI movement, partners and rights-holders will be part of an active, diverse network of HRE actors that achieve human rights impact through integrated HRE programming ▪ Effective and enhanced HRE is consistently delivered by the movement and key partners ▪ Effective evaluation and impact assessment processes routinely built into HRE projects and increased awareness of the human rights impact of HRE throughout the movement ▪ HRE is effectively integrated in AI campaigns, particularly the Demand Dignity campaign, resulting in empowerment and increased active participation of rights holders ▪ Young people have an increased understanding of the relationship between poverty and human rights, and are equipped, empowered and supported to take action for human rights solutions to poverty

	▪ AI HRE work is promoted and good practice shared within the IS, the movement, and with the global HRE community
Signs of success	▪ Increased level of synergy between the missions, goals and activities of different actors such as AI entities, local grass root organizations and individuals working on HRE and campaigning for human rights ▪ Increased knowledge and use of HRE methodologies in campaigns by the AI movement ▪ Increased and stronger use of the evaluation and impact assessment framework to AI HRE work ▪ Effective use of HRE to reach and attract new activists for human rights work
Projects	<u>Year 1 and Year 2</u> ▪ **Networking, Capacity Building and Mobilization** Enable networking and collaboration among the AI HRE network and with other HRE partners to increase effectiveness of campaigns and activism with a particular focus on the Global South, including an international HRE forum in May 2010 ▪ **HRE Evaluation and Impact Assessment** Promote the mainstreaming of the HRE Evaluation and Impact Assessment framework and tools throughout the movement ▪ **Human Rights Friendly Schools** Promote a culture of human rights by integrating HRE in secondary schools using a holistic approach. Focus on supporting and empowering school communities to integrate human rights values and principles into key areas of school life. Create replicable models which will act as an inspiration to other schools and as a form of advocacy to governments ▪ **HRE and Demand Dignity Campaign** To be delivered in partnership with AI Norway. Support the integration of participatory processes in the Demand Dignity campaign with the Activism Unit. Tools, materials and capacity building on HRE methodologies will be developed to support and ensure integration with the campaign including on partnership work with local community based organizations and the use of a human rights based approach. Raise awareness, inform debate and enable action in three countries to tackle the human rights abuses that drive and deepen poverty ▪ **International HRE Advocacy** Continue to contribute to international HRE standard setting and policy development – including UN Declaration on HRE and Training, World Programme on Human Rights Education, etc

| | ▪ **Africa Human Rights Education**
HRE project managed out of the IS office in Dakar, Senegal, bringing together AI sections and structures and partners in 10 African countries (primarily West Africa) to deliver community based HRE micro-projects, mainly on women's rights and ESC rights issues

▪ **Cooperation with Special Programme on Africa**
Continue to work in close cooperation with the Special Programme on Africa (SPA) managed and implemented by AI Netherlands

▪ **Russia Resource Centre**
Work on ESC rights and, in particular, HRE for Russian law enforcement agencies to increase respect for human rights

▪ **Beirut Office**
Deliver HRE to human rights defenders in the MENA region. Increase access to HRE resources in the MENA region through greater coordination with the AI HRE Network, an Arabic language website and resource centre, and an Arabic language HRE magazine with focus on priority themes including Demand Dignity, refugees and the death penalty

▪ **Collaborating with HRE Centres of Expertise**
Establish International Centres of Expertise for HRE through shared programme of work between IS and AI Norway. Mobilize resources to integrate and involve the movement more strategically in international HRE work |

IMPACT, SYSTEMS AND PEOPLE

Goal 13: Crisis Response
Lead - SD Research and Regional Programmes

Goal definition	Strengthen AI's capacity for timely and effective response to human rights crisis where an immediate impact can be made, whether the crisis is caused by armed conflict or by other emergencies such as humanitarian emergencies.
Relationship to the ISP and GPS	**ISP**: Implements the ISP Human Rights goals (C1-4) and contributes in ISP goals, in particular, E3 – *Responding to emerging challenges and opportunities.* **GPS**: *Crisis Response for Human Rights* portfolio.
Outcome and impact we seek	▪ Speed in our public reaction to crisis through prompt initial action by the movement and rapid deployment to the field where appropriate ▪ High visibility of AI's message, especially in the media,

	positioning human rights as key to the solutions and AI as a key human rights player ▪ Top quality in our response, with accurate, timely and realistic demands directed at the relevant parties ▪ Coherent agenda for action by the movement ▪ Immediate human rights impact, in terms of influencing the conduct of the parties involved in the crisis and the international community's response.
Signs of success	▪ AI mounts response to crises in a timely manner ▪ The movement as a whole responds in a timely manner and with the appropriate level of action ▪ Enhanced quality and increased quantity of media engagement ▪ Parties to the crisis are influenced by AI's action ▪ The international community takes on board AI's recommendations ▪ Partners and other organizations are able to use AI's response to take forward human rights work locally.
Projects	Throughout ISOP1 we will continue to respond to crisis as appropriate Year 1 ▪ Review and enhance rapid-response mechanisms in sections (i.e. through availability of expert human resources); increase ability to accommodate crisis responses among other priorities and to provide additional funding as needed ▪ Strengthen the IS capacity (including through dedicated staff) to lead and support the movement in responding appropriately to crisis Year 2 ▪ Assess the progress made and consider additional changes that may be needed to further enhance the movement-wide capacity to respond to crisis

Goal 14: Assessing Human Rights Impact (GPS)
Lead - Secretary General

Goal definition	Deliver empirically based assessments of AI's human rights impact in order to increase our accountability and transparency to a wider range of stakeholders and to ensure that we learn from our work.
Relationship to the ISP and GPS	ISP: This goal is essential to monitoring the ISP's overall delivery and the human rights impacts it brings. GPS: *Assessing Impact* portfolio. *Assessing AI's Human Rights Impact* flagship project.

Outcome and impact we seek	- AI actively engages with and listens to those who have a critical stake in AI's human rights work including in particular individuals at risk, human rights defenders and external partners - AI's human rights successes are identified and communicated (including through compelling cases for giving to AI) while we openly assess AI's failure to meet its targets - AI is, and is believed to be, more transparent in its acknowledgement of its success and failures, in its accountability for delivery, and in its promotion of learning - In key entities across the movement AI has developed competencies and capacity for effective impact assessment - AI has adopted a coherent approach to impact assessment and to the associated organizational learning
Signs of success	- A standard framework for assessing impact is used by at least a third of the movement's entities - A schedule of activities is established which drives and enables impact assessment of projects - Mechanisms are in place to capture and aggregate reporting on impact across the movement - Aggregated findings of impact are prepared for the appropriate accountability forums internally and externally including for broader public release as appropriate - An open information policy is developed and implemented to promote proactive sharing of relevant information with a wider range of stakeholders - Effective learning events and processes including a 'community of practice' are in place to enhance capacity for impact assessment
Projects	**Flagship project:** *Assess AI's human rights impact* - Impact assessment of AI's activism (linked to 2009 ICM Decision 9) - Enhance accountability and transparency - Enhance learning for impact

Goal 15: Strengthening AI's Operations Globally (GPS)
Lead - SD Organizational Services

Goal definition	Develop Amnesty International's operational functions to support the delivery of the goal of working as One Amnesty.
Relationship to the ISP and GPS	ISP: R3 – *Distributing our resources strategically* Contributes to L4 – *Leveraging technology to enable change*; L2 – *Governing effectively*; L1 – *Investing in volunteers, staff, leadership and systems*; E2 – *Linking the local and global*; P2 – *Building effective partnerships*; P1 – *Growing and developing the global human rights movement.*

	GPS: *Strengthening AI's Operations Globally* portfolio. *Enabling joint planning and delivery* flagship project.
Outcome and impact we seek	▪ Implementation of aligned approaches to financial management and reporting and IT, facilitating increased transparency and accountability ▪ Systems are in place to make more informed decisions concerning the allocation of AI's resources ▪ AI is reporting and monitoring outcomes and impacts, is using evidence-based processes aligned to the ISP's signs of success, and is fully compliant with the INGO Accountability Charter ▪ There is co-ordinated management of reputational, financial, and physical risk across the movement
Signs of success	▪ Increased alignment and management of work on flagship projects amongst all AI entities ▪ Improved standardization and alignment of planning and reporting mechanisms across the movement ▪ Strengthened information technology and internal communications systems ▪ System of resource allocation which aligns resources spent in the global South with overall strategic priorities ▪ Increased transparency and accountability across the movement and to the general public
Projects	▪ **Flagship project**: Enabling Joint Planning and Delivery ▪ Full review of the **IS finance function** to provide more effective control of the organization's assets and more accurate and relevant management information ▪ Full review of the **Information Technology** function and implementation of agreed recommendations. Establish an IT function at the IS that is structured and resourced to meet the needs of the IS and the broader AI movement.

Goal 16: Investing in People and Systems
Lead - SD Organizational Services

Goal definition	Support the movement to effectively deliver its human rights objectives by building the capacity of IS staff and volunteers, reviewing and putting in place better IS systems, and nurturing talent across the movement.
Relationship to the ISP and GPS	ISP: This goal enables effective work on all of the ISP goals. In particular, it responds directly to ISP goal L1 – *Investing in volunteers, staff, leadership and systems.*

	GPS: Enables effective work of all GPS portfolios.
Outcome and impact we seek	▪ Effective operational Human Resources systems ▪ Effective facilities management systems ▪ Improved learning and support systems for managers ▪ Full implementation of staff development and feedback system ▪ Greater clarity on roles and responsibilities ▪ Greater alignment of individual's work with organizational priorities.
Signs of success	▪ Increased staff satisfaction in the IS and across the movement ▪ Improved Industrial Relations climate ▪ Decreased turnover rate ▪ Stronger support to AI's leadership in the management of legal challenges.
Activities	<u>Year 1 and Year 2</u> ▪ Progress with the existing projects in the **Human Resources** function, such as the appraisal system, to increase alignment between objectives and staff work focus ▪ Review and Improve operational delivery and performance of Human Resources processes, including the operations of all international offices and other SG managed entities ▪ Review the **Facilities Management** function ▪ Explore alternative locations (in London or abroad) of the IS ▪ **Learning for impact** Enhance organizational learning by, testing new ways of learning (including e-learning), encouraging communities of practice, and developing improved induction programmes ▪ **Nurturing Talent** Increasing the competence and retention of staff across the movement, and equip sections and structure Chairs and Boards to improve their oversight of the work of Directors.

Goal 17: Enhancing Research and Activism
Lead - SD Research and Regional Programmes and SD Campaigns

Goal definition	**Research** Maintain and further develop AI's capacity to undertake high quality, ethical, appropriate and effective research on human rights, ensuring that such research is accurate, timely, and based on authoritative analysis; reflects AI's priorities while remaining responsive to emerging challenges and opportunities; maintains the organization's impartiality; and offers substantive recommendations for solutions.

	Activism Drive activism across the organization for effective delivery of the ISP by enhancing support of activism as a core IS function.
Relationship to the ISP and GPS	**ISP**: It enables effective work on the ISP Human Rights goals (C1-4) and contributes to the delivery of the ISP goals related to Partnership (P1 – P3) and Excellence (E1 – E4). **GPS**: Enables effective work of all GPS portfolios related to campaigning, opportunities and capacity building.
Outcome and impact we seek	**Research** ■ AI's research is relevant, ethical, timely and recognized globally for its independence, impartiality, reliability and added value ■ WOOC projects are supported by the IS with an effective project design and approval process ■ Those undertaking research, in the IS and elsewhere in the movement receive appropriate training, tools and other support to deliver research in line with AI's standards and priorities ■ Effective research methodologies and guidance are developed for new areas of work **Activism** ■ Revitalized activism structures and communication, coordination and support functions ■ A strong Global Campaign community within AI ■ New and innovative activism tools and techniques ■ Effective systems for activism that are shared within the movement, and increased activism capacity ■ Quicker and effective campaigning response to crisis and opportunities ■ Effective delivery of global campaigns ■ Growth of the broader human rights movement and of AI
Signs of success	■ Research based on authoritative analysis and offering substantive recommendations for solutions ■ Increased results-oriented, participatory approach to our work ■ Rights-holders, partners and other human right activists and organizations believe our research, campaigning and advocacy to be effective tools for change ■ AI has assessed the impact of our research, campaigning and advocacy work and developed movement-wide capacity to assess and to learn from others ■ AI's members and activists have easy access to communications, tools and mechanisms that support their work and provide them with dynamic, effective activist options
Projects	**Research Support Unit** projects: ■ Support for Work on Own Country (WOOC) projects with priority on the South

	▪ Deliver research training and capacity building for the IS and the movement ▪ Develop 'Research Toolbox' (policies, methodologies and standards) **Activism** projects: Year 1 ▪ Impact assessment of activism: Implementation of Decision 9 of 2009 ICM Year 1 and Year 2 ▪ Communication and coordination on global priority campaigns ▪ Activism research and innovative tools and techniques ▪ Campaign capacity building for the movement ▪ Implement Major Growth Projects focused on growing activism (described in Goal 11) ▪ International Youth Projects ▪ Mainstreaming e-campaigning

Goal 18: Strengthening Governance and Accountability
Lead - Secretary General, SD International Mobilization

Goal definition	Support and strengthen the skills and operations of AI's volunteer leadership in providing effective strategic direction to their national organizations. Increase AI's internal and external reporting accuracy and timeliness, enhancing the organization's commitment to learning.
Relationship to the ISP and GPS and IEC	**ISP**: L2 – *Governing effectively;* R1 – *Building new constituencies and renewing membership*; R3 – *Distributing our resources strategically.* **GPS**: Contributes to GPS portfolios: *Assessing Impact* and *Strengthening AI's Operations Globally.* **IEC Global Governance Committee, International Nominations Committee, Chairs Forum Steering Committee**
Outcome and impact we seek	▪ Section and structure volunteer leadership, Chairs in particular, will work with a set of diagnostic and support tools to develop and strengthen board performance ▪ Good management of IMT funding and the accountability requirements of the INGO Accountability Charter ▪ AI's international governance systems and bodies will have the professional resources to provide effective leadership ▪ Boards and in particular Board Chairs will be aware of their

	responsibilities in recruitment, retention and performance management of their Executive Directors ▪ Risks in relation to the movement's attention to staff and volunteer health and safety, audits, insurance, facilities management and human resources will be minimized and managed appropriately
Signs of success	▪ Volunteer leadership, in particular Chairs, will have increased confidence in their ability to provide strategic guidance and financial oversight to the national operations, reducing internal conflicts and creating greater stability for their sections and structures ▪ Increased successful applications to the International Mobilization Trust and improved accountability of the movement to the INGO Accountability Charter ▪ Strong professional support for the IEC and international committees ▪ Improved retention and increased performance of section and structure directors and staff
Projects	Year 1 and Year 2 ▪ **Good governance** Develop a strong, coherent framework for organizational development, standardized section and structure assessment, and monitoring and conflict management. Develop organizational accountability systems and practices across the movement in a fair and transparent way. Develop an effective induction program for new Chairs of section and structure Boards ▪ **Support the International Mobilization Trust** Provide professional support for the effective and strategic resource distribution within the movement, to support increased human rights impact, grow the global human rights movement through partnerships, and grow and mobilize AI in the global South and East ▪ **Risk management** Ensure that risk is managed in relation to financial management (including procedures, audits and training), health and safety (including insurance), and facilities management, recruitment and training ▪ **Support for governance bodies** Provide professional support for the administration and operations of governance bodies, including the ICM, IEC, IEC committees, and Chairs and Directors forums

CROSS-CUTTING THEMES

Goal 19: Focusing on Individual Rights Holders at Risk
Lead - SD Campaigns

Goal definition	Act in partnership with individuals at risk, including human rights defenders, to achieve positive impact on their lives as well as achieving systemic change.
Relationship to the ISP and GPS	**ISP**: This cross-cutting theme relates to the ISP's overall purpose of *empowering rights-holders*. It responds to the ISP Key Directions of '*Rights-holders*'. **GPS**: It is one of the GPS cross-cutting themes.
Outcome and impact we seek	▪ The lives of individuals whose cases are taken up by AI are improved ▪ AI facilitates opportunities for individuals to act effectively on their own behalf and as agents of change ▪ Increased alignment of case work to priorities and global campaigns ▪ Individuals' experiences of working with AI are improved due to better methodologies, training, guidance and other support for AI staff and volunteers ▪ Policies and systems in place to make AI more readily accountable for work with and for individuals at risk ▪ Campaigning for individuals across the movement with a diversity of activism tools (including and beyond letter-writing) to achieve maximum impact ▪ Improved protection and promotion of the work of human rights defenders
Signs of success	▪ Human rights defenders are recognised as legitimate voices for social change worldwide ▪ AI's planning, implementation, evaluation and campaign decision making is informed by rights-holders and human rights defenders ▪ Rights-holders and human rights defenders find our campaigning and advocacy an effective tools for change ▪ AI will have a sound policy and effective systems that enhance our capacity and competency to work with and for individuals ▪ AI will have developed, implemented and shared a diversity of campaigning and activism tools to make our work related to individuals and human rights defenders more effective ▪ AI will have aligned individual and human rights defenders case work with thematic priorities ▪ AI will have developed an accessible individual complaint mechanism and a policy on informed consent to ensure ethical and effective use of cases

Activities	- Create case files (building to total of 500 active cases which are aligned to reflect global priorities) to enable effective activism, by AI sections and structures - Update, review, and evaluate case files regularly to ensure effective long-term action and closure, where appropriate - Issue Urgent Actions and Urgent Action updates (around 1,300-1,400 documents over ISOP1) for individuals and communities where fast mass membership response will enable change, including on economic, social and cultural rights issues - Develop, deliver and support global campaign actions with and for individuals (for example the annual global Write For Rights action; Greeting Cards Campaign Actions; AI@50 work; Africa World Cup 2010 project) - Create and improve methodologies, policies, guidelines and training for supporting AI's work with individuals at risk from research to activism - Support the development of Individuals at Risk work in AI sections and structures; facilitate capacity building and information-sharing across the movement; provide tools to support sections' work with activists, members and donors - Provide or support effective protection strategies and material support for human rights defenders at risk - Coordinate and facilitate AI's relief programmes between the IS and key sections to enable effective support to individuals at risk, including human rights defenders, as well as to community-based and non-governmental organizations - Through engagement with international, regional and national mechanisms press for effective protection and promotion of the work of human rights defenders - Specific projects on human rights defenders in China and Myanmar, with reactive work in other countries

Goal 20: Challenging Global Leaders
Lead - SD Research and Regional Programmes

Goal definition	AI enhances its engagement with the BRICS as emerging global powers, as well as with the USA and the EU, in order to develop a coherent approach on domestic human rights, their foreign policies and AI's growth objectives.
Relationship to the ISP and GPS	**ISP**: This cross-cutting theme relates to the ISP Key Directions of 'Emerging Powers and Forces'. **GPS**: It is one of the GPS cross-cutting themes.

Outcome and impact we seek	▪ The substantial influence these countries hold in the international community is explored and leveraged, particularly in response to pending and actual human rights crises ▪ Campaigning portfolios reflect the strategic importance of especially South Africa, Brazil and India to our work in the context of the Demand Dignity campaign ▪ The growth strategy engages and influences people in the BRICS ▪ Productive partnerships are formed in countries that are emerging global powers (BRICS) plus the USA and EU
Signs of success	▪ Global powers, including in particular BRICS countries as well as regional and international organizations, are increasingly receptive to resolving human rights problems ▪ Productive partnerships are formed in countries that are emerging global powers ▪ Development of a holistic strategy which will outline strategic points of leverage and opportunity for research, advocacy and growth in BRICS countries
Activities	▪ Undertake a scoping exercise in the first six months of ISOP1 to map out strategic points of leverage and opportunity for research, advocacy and growth in regard to the BRICS ▪ Continue developing existing points of opportunity for lobbying the Russian authorities through the Russia Resource Centre in Moscow ▪ Further develop and enhance the work of the European Institutions Office aimed at leveraging the EU's role as a global actor ▪ Better integrate AI's work on domestic and foreign policy on the USA

Goal 21: Integrating Gender
Lead - SD International Law and Policy

Goal definition	Both the process and content of AI's work integrates a gender analysis to ensure that AI's work is consciously inclusive of and addresses women's experiences.
Relationship to the ISP, GPS and IEC	**ISP**: A gender analysis relates to all the goals in the ISP as it is about content, process and communications. **GPS**: It is one of the GPS cross-cutting themes. **Diversity and Gender Mainstreaming Task Force.**

Outcome and impact we seek	▪ Substantive projects in furtherance of the human rights goals include a gender analysis and recommendations aimed at challenging exclusion or discrimination based on gender ▪ AI communications use inclusive language ▪ Projects are designed to ensure that women and other marginalized groups feel that the process allows their full participation
Signs of success	▪ Any review of AI's work, processes and communications will show an institution-wide commitment to integrating gender ▪ AI is seen as a leader in integrating gender into its training, its ways of working and its communications ▪ AI staff and members are comfortable addressing gender integration in their work ▪ AI's language is inclusive
Activities	▪ Develop segments on integrating gender into the process and content of the work for use in all induction and training programs for AI staff and volunteers ▪ Support all parts of the organization so that they routinely address the integration of gender into their work plans ▪ Develop impact assessment and evaluation projects that can be used to interrogate how a gender analysis was included in the work and its effectiveness

Goal 22: Promoting Active Participation
Lead - SD Campaigns

Goal definition	Deliver human rights change through the empowerment of rights holders and promote active participation of members, donors and supporters.
Relationship to the ISP and GPS	**ISP**: C1 *Empowering People Living in Poverty* Contributes to*: P1 - Growing and developing the global human rights movement; P2 - Building effective partnerships; P3 - Promoting human rights to create solutions; E1 - Promoting active participation by members & supporters; E2 - Linking the local and global; E4 - Communicating effectively.* **GPS**: ***Promoting Active Participation*** portfolio. It is one of the GPS Cross cutting themes.

Outcome and impact we seek	- Rights holders and those who represent them are able to claim their rights, and hold state and non-state actors accountable nationally and internationally - AI will develop participatory methodologies and tools for mobilization of rights holders, with priority given to people living in poverty - Active participation will be commonly understood and progressively mainstreamed in AI's work - AI will build its capacity (knowledge and skills) to use participatory methodologies in its human rights work - AI staff, members and supporters have the necessary skills and are inspired to work in a participatory way - AI will share its knowledge, experiences and best practices on active participation
Signs of success	- Increased knowledge and skills of the AI movement in using participatory approaches - Participatory methodologies for planning and evaluation of our campaigns as well as for mobilization of people are developed, shared and put into practice - Planning, decision-making, prioritization, implementation and evaluation of our human rights work is informed actively by our partners and by rights-holders directly - Others in the global human rights movement welcome AI's human rights education and training contributions - AI's identity as a movement of human rights activists that works with right-holders and other activists is affirmed
Activities	<u>Year 1 and Year 2</u> **▪ Definition of active participation** Develop a common definition of active participation, including its relationship with campaigning, activism and HRE, in consultation with relevant stakeholders **▪ Inclusion of participatory approaches in AI's work** Develop and implement a strategy to promote active participation within the IS and the movement, integrating participatory values and practices in AI's operations **▪ Capacity building** Build capacity in this area of work at the IS and the rest of the movement; identify centres of expertise within sections/structures; and learn from others and through direct engagement with rights holders **▪ Applying participatory methodologies** Develop participatory methodologies and tools for use within the movement and freely accessible to partners. Work within the IS

	and with sections/structures on selected projects where participatory tools are being used, and pilot participatory tools and methodologies, to assess their impact and replicate the experiences as possible. Monitor, evaluate and assess the impact of active participation experiences
	▪ **Sharing experiences and best practices** Build an Active Participation "community of practice", create effective communication systems and disseminate internal and external experiences and good practice

Goal 23: Engaging Partners
Lead - SD Campaigns

Goal definition	Establish and strengthen strategic and, where relevant, sustainable partnerships with diverse range of external actors, for achieving human rights change and increasing AI presence and relevance in the global South and East
Relationship to the ISP and GPS	**ISP**: This cross-cutting theme relates to the ISP Key Directions of 'Partners and P1-P3' **GPS**: It is one of the GPS cross-cutting themes.
Outcome and impact we seek	▪ AI has built and sustained a wide range of partnerships at the global, regional and local levels which offer clear collaborative advantage without compromising our core values ▪ Well established, productive partnerships and multi-stakeholder coalitions in the global South and East, in countries that are emerging as global power and in AI sections and structures ▪ Partners and rights-holders participate in planning, decision-making, prioritization, implementation and evaluation of our human rights work ▪ Increased AI presence and relevance in global South and East
Signs of success	▪ AI has built and sustained a wide range of partnerships at global and local levels ▪ Increased productive partnerships in the global South and East, in countries that are emerging as global powers and in AI sections and structures ▪ Staff and volunteers across the movement show confidence in communicating with a range of partners ▪ Partners are regularly engaged in AI planning, prioritization, implementation and evaluation
Activities	▪ Map existing partnerships across the movement and globally ▪ Develop a strategy to integrate our work with partners across all

	GPS projects • Develop set of tools to build and evaluate new partnerships, including sharing of lessons learnt, selection criteria, best practices, risk and impact assessments, and brand management • Contribute to strengthening existing strategic partnerships as potential "affiliate organizations" and support the establishment of new ones • Build the capacity of the movement for building and sustaining partnerships in relation to global priority projects • Provide support for reporting on partnership initiatives across the movement

/ends

Annex 1

International Secretariat Budget for ISOP1

	£m	£m
Assessment Income		95.5
Provision against assessment income		(12.0)
Additional Voluntary Contributions		3.1
Net budgeted Income from Sections		**86.6**
IS Fundraising		3.6
Other IS Income		0.9
Total Income		**91.1**
Provisions and other expenditure		
Contingency	(1.0)	
Foreign Currency Provision	(1.0)	
Transfer to Reserves	(3.0)	
Pension Deficit Payments	(2.1)	
Interest and Bank Charges	(0.6)	
		(7.7)
Available for the International Budget		**83.4**
Movement Support		
International Mobilization Trust (IMT)	8.7	
Language Units and Programmes	3.5	
International Governance and Meetings	1.9	
		14.1
International Secretariat		**69.3**
IS Operational Budget	20.8	
IS Staff Cost Budget	48.5	
		69.3
Budget Surplus/Deficit		**0.0**