



# GLOBAL PRIORITY STATEMENT (GPS) – 2010 & 2011: TRANSITION INTO THE NEW ISP

## 1. What is a Global Priority Statement?

*How does AI as one movement shift into a new strategic plan? What do we need to do together and what comes first? How do we learn from and build on our work under the previous ISP?*

The GPS is designed to answer these questions at the operational level. The GPS is an operational tool to enable us all to coordinate the operational plans of different AI entities, and create greater coherence in the delivery of AI's work across the movement. It is an important element of the joint operational planning process that is being developed by the interim Global Management Team (iGMT), under the leadership of the Secretary General, to give concrete meaning to AI's aspiration to work as one global movement or One Amnesty.

The GPS is based on the assumption that as a global movement, AI has the greatest human rights impact when it acts together in a concerted and coordinated manner. Specifically, it sets out both the work that needs to be done in the first year of the new ISP AND the work that needs to be done by us all or by the greater part of the movement.

The GPS guides and directs the priorities that all AI entities will follow for the period 2010 to 2011 and its priorities should be found in the operational plans of all sections, structures and of the IS.

- As a **framework** document it sets overall direction for AI's operations in OP1, describing the key projects that AI will deliver from early 2010 to end 2011.
- As an **operational** document, it narrows in on selected aspects of the ISP's goals, taking into account external realities and the interests, capacity and resources of the movement over the next 12-24 months.
- As a **priority-setting** document, the GPS does not cover everything that AI will do. It covers only activities that we must do and do together.
- As a **continuity** and **collaboration** document, it is the operational bridge between the work of the last operational plan (OP3) under *Globalizing Justice* (the ISP 2004 to 2010) and the work of the first operational plan under the new ISP 2010 to 2016.

Every AI entity is expected to have the GPS at the core of its own operational plan with international (ISOP) and national operational plans (NOPs) describing the specific contribution of each AI entity to these projects and set out the resources to be allocated to these projects and activities. Naturally, if your section's/structure's size, resources and opportunities allow, the GPS portfolios and projects will not be your OP's only priorities. And naturally your section's/structure's size, resources and opportunities also limit your work. It might mean that you can only do some work on some flagship projects in OP1. It all depends on your capacity and your local situation.

The GPS does not assume that a particular percentage of our resources will be devoted to a particular project: to do so, would require much better financial and organizational data on capacity and resources than we have available collectively. However, we do expect that the movement's budgets will be comprised of expenditure in support of these projects and that sections and structures and the IS will be able to report on that expenditure.

The International Secretariat and sections/structures, especially those with additional resources, will also carry out other activities not covered by the GPS, either to support the global priorities or in addition to them. All such activities should, however, be within the ISP. Where resources are short, the global priorities in the GPS should prevail over other activities at national or international level.

The GPS will be backed by a global operational planning process including systems for reporting, monitoring and adjusting the GPS and a process for learning from our experience so that we can both analyze our delivery of the ISP and improve our planning for OP2.

## **2. The GPS is making tough choices**

The GPS summarizes tough choices we making about our work for OP1: hard choices about what we can achieve within the 2 year time period, given the opportunities, capacity, resources and competencies we have:

- A primary consideration has been to set out the projects which the entire movement or a significant part of the movement needs to work on together in order for AI to achieve its desired goal.
- Another consideration has been to set out issues that, if they are not prioritised in the coming two years, cannot be delivered effectively later in the ISP cycle.

However, the GPS' projects have also been selected with a view to:

- Exploiting opportunities or events that will happen in 2010 -2011:
- Consolidating or furthering work that has begun in this cycle and where it is essential to maintain the momentum in 2010 -2011 for our goals to be attained;
- Transition into new issues or new ways of working called for by the next ISP; and
- Transformation of work because circumstances have changed or goals have been achieved.

Overall, the choices create a balanced set of priorities, between new areas of human rights work and more traditional ones, external demands and internal interests, human rights priorities as well as organizational priorities. The GPS reflects continuity and consolidation as well as change, building on AI's strengths and achievements while exploring and exploiting opportunities that are likely to emerge in the next two years.

## **3. What's not in the GPS?**

The GPS does not:

- Include all the work that AI will do in OP1 nor even all the work that will take place in partnership between AI's various entities. It does not include for example, all AI's work on a specific country. Although country work continues to involve many AI entities, we neither need nor expect a single country's work to involve everyone (with the exception of times of Crisis Response).

- Include other work that is unique to individual AI entities i.e. work unique to a specific section/structure or to the IS. Work that is additional to the GPS is set by separate operational planning processes conducted at section/structure and IS levels.

## 4. Explaining the GPS' Structure

The GPS is made up of:

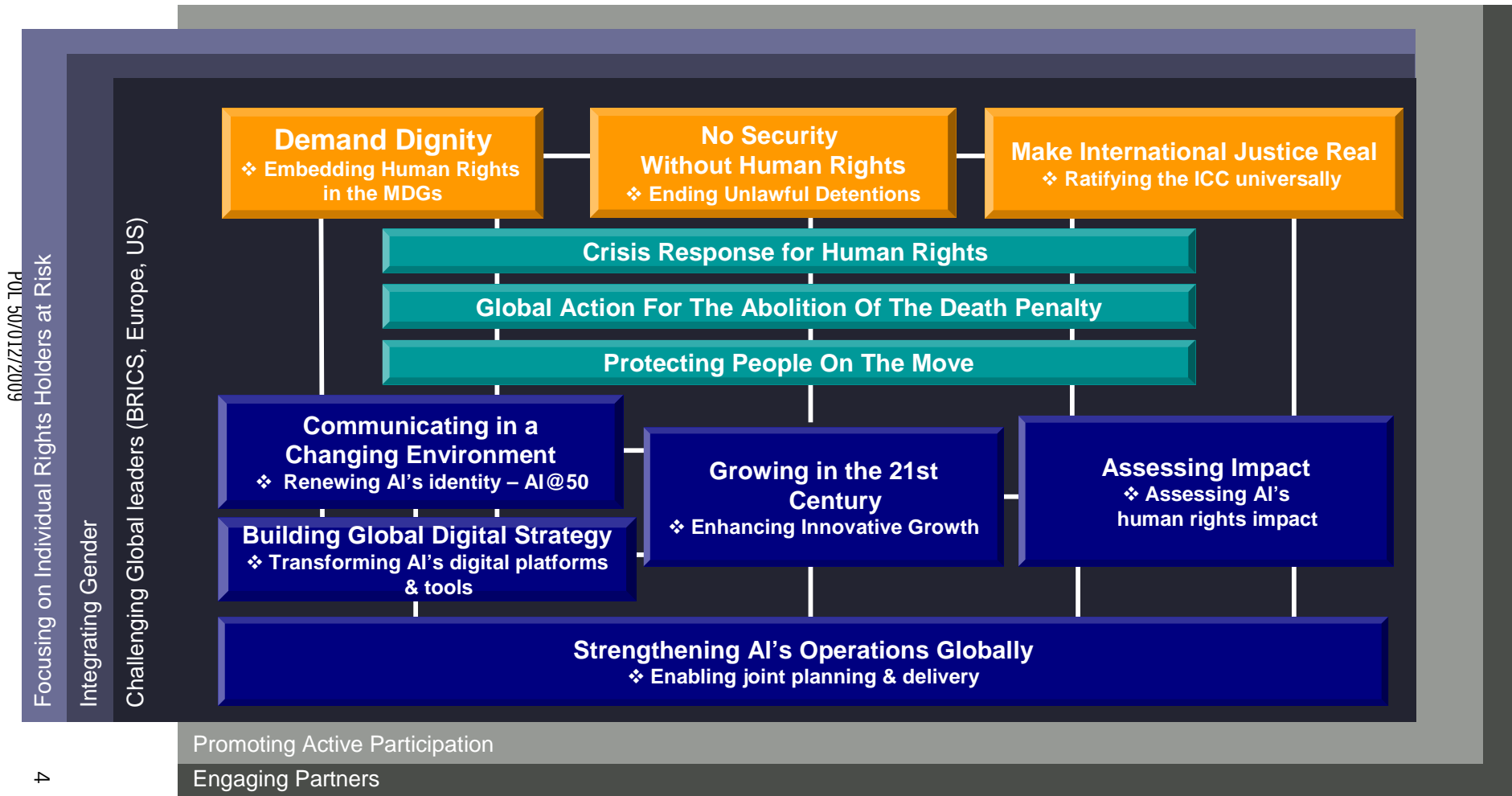
- **Cross-cutting issues:** These issues, emerging from the ISP's key directions and reflecting key priorities as we bridge into in OP1, are common to all the portfolios and drive integration across portfolios and projects to create a coherent and cohesive programme of work for OP1.
- Priority areas called **portfolios:** When choosing these portfolios and their projects, we have made some tough choices about what AI will and won't do together in OP1. There are three types of portfolios: *Campaigning*, *Responding to Opportunities and Building Capacity* and *Operational Enablers*. A portfolio is made of projects.
- **Flagship projects:** In each of the *Campaigning* and the *Operational Enabler* portfolios there is a flagship project being the project that is the most critical. This project needs the energy of and buy-in from the whole movement and we will connect OP1 movement-wide reporting mechanisms (such as the IMT reports, the Standard Planning, the Standard Activity and the Standard Financial reports) to these flagship projects and their portfolios.

## 5. Your questions and feedback

Please contact the Global Planning Team with any questions and feedback on this process, or if you need assistance in translating the global priorities into your national plan: [globalplanningteam@amnesty.org](mailto:globalplanningteam@amnesty.org)



# Global Priority Statement for 2010 / 2011



## The GPS' Cross-cutting themes in OP1



**Cross-cutting themes** are derived from the new ISP's Key Directions and they cut across all the work that the movement will do under the GPS. In OP1 these themes highlight the specific stakeholder groups that we are targeting and they set the overarching strategic direction for the GPS. Their purpose is to weave a strong and directional coherence and cohesion across the total programme of GPS work and thereby to highlight its overall strategic intent

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### Focusing on Individual Rights Holders at Risk

Work for, on and with individual *Rights Holders at Risk* will be undertaken under each campaigning portfolio. The challenge for OP1 is alignment of this work and we want and need mutually-reinforcing relationships between individuals at risk casework and the *Campaigning, Responding to Opportunities, Communications* and *Growing in the 21st Century* portfolios in particular. This will involve:

- Strong alignment of AI's individual case work and human rights defenders work with our thematic priorities as set out by the *Campaigning* and *Opportunities* portfolios:
  - Work for POCs and those subjected to torture or to enforced disappearance
  - Action for social activists at risk because of their work for those living in poverty
  - Active participation of the people living in poverty and their representatives and specifically human rights defenders, as a key component of the global Demand Dignity Campaign
  - Tailoring of our case work methods as appropriate to take account of the specific needs of individuals subjected to gender-based violence
- Giving specific attention to the gender profile of our case-work including its monitoring and reporting with the aim of ensuring it is inclusive and accessible
- Improving the ethical basis of case-work including by developing and promoting ease of access to an individual complaint mechanism, and application of new policy on informed consent to ensure ethical and effective use of cases for fundraising, promotion and communications
- Improving how we manage and exchange information about case-work including through evaluations of individual cases
- Using the *Impact Assessment* Flagship project to bring the voices of individuals at risk into our evaluations and campaign decision-making.



**Challenging Global Leaders** Across the movement in OP1, our very top priority countries will be the emerging powers of Brazil, Russia, India, China and South Africa (BRICS) as well as the USA and the European Union. In human

rights terms, this means giving priority to research and action on their domestic human rights situation AND strengthening engagement with their human rights role as regional and global powers. The very nature of the BRICS' emerging global roles and strengthening regional roles, both multi- and bi-laterally, asks for a new attention from AI on their foreign policies in all their dimensions: diplomatic, economic and military. This will be evident in:

- Our *Campaigning* portfolios which will drive our research and action priorities on these countries:
  - South Africa, Brazil and India are of strategic importance to our work especially on the rights of the poor in the context of Demand Dignity campaign.
  - China is also crucial and we will seek to engage also with China's foreign policy to encourage openings for a more positive role by China on the international scene.
  - The European Regional Space's shared OP1 priorities will support campaigning focus and coordination on the EU.
  - The World Cup 2010 to be held in South Africa could be a challenge and an opportunity akin to the Beijing Olympics;
- In the *Responding to Opportunities* portfolios where we also give priority to the substantial influence these countries hold in the international community, particularly as the world responds to pending and actual human rights crisis while we will also focus on their role – as appropriate – in regards to the progress we need if we are to secure the comprehensive abolition of the death penalty.
- In the *Operational Enabling* portfolios specifically with regards to language (under the *Communications in a Changing Environment* portfolio) and under the *Growing in the 21st Century* portfolio where:
  - In the case of the BRICS a strategy for growth will be developed in the course of OP1 with the aim of engaging and influencing people for human rights where they live.
  - European sections will continue to prioritise growth in the context of the EU and specifically growth in the movement's income to ensure that AI has the assets it needs for its sustainability on the one hand and to re-distribute for investment in the Global South and East on the other hand.
  - In OP1, several sections and the IS are investing with AIUSA in growing AI's presence in the US
- We will also give priority to assessing the *impact* of AI's human rights work in and on these Global Leaders.



## Integrating Gender

The Stop Violence Against Women has been our global campaign priority for the past six years. This has put AI at the forefront of campaigning on gender based violence and allowed us to build influential partnerships with the women's movement. We will continue this focus on violence against women into OP1 by:

- Under the *Campaigning* portfolios:
  - Within the *Demand Dignity* campaign where we will call for the empowerment of women and girls living in poverty and:
    - Highlight the specific situation of women in the context of overall government's performance under the MDGs;
    - In the context of Maternal Mortality, promote sexual and reproductive rights through initiatives to address early/child marriage and promote access to education, information, services;

- Work to reduce sexual violence against women in the context of slums.
- Within the campaign on *No Human Rights without Security* by highlighting direct attacks against women and girls.
- Within the campaign for *Make International Justice Real* give due attention to laws governing gender based violence, to prosecution of those who perpetrate gender based violations and access to justice and support services for victims.
- Taking action against gender based violence at national levels where to do so matched sections' and structures' capacity, interests and opportunities
- Under the Opportunity portfolios:
  - The *Global action for the abolition of the Death Penalty* campaign will focus on the death penalty as sentence for "crimes" that specifically affect women including convictions for abortion, adultery and sorcery.
  - Under *Protecting People on the Move* in the context of the strategy's development we will look at how best to engage violations of women migrant workers including trafficking and sexual violence and will consider options in regards to working for labour rights of domestic workers.
- In the Operational Enabling portfolios:
  - *Assessing Impact* will highlight women's voices in our stakeholder methodologies;
  - As part of *Strengthening AI's Operations Globally*:
    - The IS will strengthen integration of gender across all its programmes while at section level appropriate initiatives will be taken for e.g. Gender Working Groups to coordinate and support campaigning, advocacy, and partnerships to deliver our human rights programme.



## **Promoting Active Participation** Under the new ISP we made a commitment to deliver human rights change through the active engagement of our members, donors and broader supporters. In OP1, AI will:

- Promote and direct human rights education as a primary tool for enabling broad based participatory engagement with human rights and with the human rights movement. This HRE work will be integrated with the *Campaigning* and *Opportunities* portfolios with first priority given to HRE in the context of the *Demand Dignity* campaign.
  - The Africa HRE project will be a major component of this cross-cutting work and is similarly linked also to the Partnerships work
- Design and develop participatory methodologies and partnerships in planning and implementing our campaigns and at both national and international levels and embed active participation in the activism so that we also reinvent activist structures and reverse the trend of declining activism.
- Build an AI global campaigners community, using the lessons of the Global Operations Review, to revitalize activism coordination and support engagement of those already active, and develop the skills, capacities and generating innovative and exciting forms of local activism.
- Step up its work in building online communities and use of e-campaigning to attract new activists and more young people for human rights activism under the *Communicating in a Changing Environment* and *Growing in the 21st Century* portfolios.



## Engaging Partners

Under the new ISP, partnership is the key method by which AI is to be present in the human rights movement, is a major tool for achieving human rights change and a primary means for increasing AI's presence and relevance in the Global South. This commitment to partnership will focus us externally and internally both in the way we work with other organizations and rights holders AND in how we work with each other in section to section to IS relationships.

In OP1, the GPS will be the content platform on which we establish partnerships with a diverse range of external actors and in this regard we will:

- Establish and strengthen strategic, and where relevant, sustainable partnerships based on realistic expectations regarding the resources that AI can bring to the table (financial or otherwise).
- Ensure there is tight focus established for these partnerships, managing conflicts of interest (ours or that of our partners) effectively.
- Develop our capacity for sustainable work with partners across a range of issues and over time, using the Assessing AI's human rights impact flagship to help us understand our partners' perspectives on the value of our work,
- Ensure the way we work is systematic and supported by reporting on different partnership initiatives around the movement and across the globe.
- Develop a communications strategy: externally to be clear on what AI considers its contribution to the broader human rights movement and internally to reassure membership that the work does not jeopardize our impartiality and independence but supports our credibility among NGOs and rights holders



## OP1 Campaigning Portfolio: Demand Dignity

The **Demand Dignity** campaign sets AI's human rights agenda for and beyond OP1, driving renewal of our identity as a global movement committed to the promotion of the universality and indivisibility of all human rights: economic, social and cultural as well as political and civil. The campaign's purpose is: *to strengthen recognition and protection of the rights to the necessities essential of a life in dignity (against deprivation), the rights to protection (against insecurity), the right to non-discrimination (against exclusion) and the rights to active participation (giving voice to people living in poverty)*. The campaign's projects, for which we want movement-wide engagement in OP1, include work to embed human rights in **the Millennium Development Goals (MDGs)**, and on **Slums** and **Maternal Mortality**. Additional but less widespread project-work will occur in the areas of *corporate accountability, legal empowerment and human rights education* in ISOP1 leading into OP2.

1) Vision	To end the human rights violations that keep people poor.
2) Under the new ISP	Implements the ISP Human Rights goals in particular C1 <i>Empowering People Living in Poverty</i> , C2 – <i>Defending Unprotected People on the Move</i> ; C3 – <i>Defending People From Violence Committed by the State and non-State Actors</i> ; C4 – <i>Protecting People's Freedom of Expression and Freedom from Discrimination</i> and its Goals P3 – <i>Promoting Human Rights to Create Solutions</i> ; E3 – <i>Responding To Emerging Challenges and Opportunities</i> and its Key Directions of <i>Active Participation, Rights-holders</i> and of <i>Emerging Powers &amp; Forces</i>
3) Outcomes & impact we seek	<ul style="list-style-type: none"> <li>National and international (state and non-state) actors will be held <b>accountable</b> for the human rights abuses that fuel poverty</li> <li>People living in poverty will have equal <b>access</b> to human rights and to the services essential to human dignity</li> <li>People living in poverty and their representatives are empowered for <b>active participation</b> in the struggle against poverty.</li> </ul> <p>To achieve this, the campaign will:</p> <ul style="list-style-type: none"> <li>Promote <b>human rights education</b> and other tools of empowerment.</li> <li>Emphasize <b>the right to information</b> as being key to realization of its goals</li> <li>Use innovative and cutting-edge <b>techniques and technologies</b> to drive change.</li> </ul>
4) Phasing: Over OP1 & the ISP	The Campaign's Flagship Project on <i>MDGs</i> and projects on <i>Slums</i> and <i>Maternal Mortality</i> will run for OP1 and we will evaluate whether to continue this work in OP2. Other projects will be prepared for OP2 and OP3 including specifically on corporate accountability and access to justice for the poor.
5) Flagship project: Embedding Human Rights in the Millennium Development Goals	<p>Our aims are to:</p> <ul style="list-style-type: none"> <li>Call on governments to report to the 2010 UN Development Summit on human rights in relation to MDGs and commit to rights-based responses to poverty</li> <li>Ensure the protection and fulfilment of human rights are given full expression in the MDG process and its successor post-2015</li> <li>Call on the UN to adopt a more effective, human rights focused initiative to further eradicate poverty after 2015 (when the MDGs process ends).</li> <li>Call for universal ratification of both covenants and the Optional Protocol by 2016 into the MDG work as a highly symbolic first step toward universality and indivisibility.</li> </ul>
6) Other Projects	In addition to the flagship project: <i>Slums</i> ; <i>Maternal Mortality</i>
7) Links to other portfolios/projects	<ul style="list-style-type: none"> <li>The highest priority <b>cross-cutting issues</b> are: <i>Individual Rights-holders at Risk</i> and <i>Integrating Gender while Engaging Partners</i> and <i>Promoting Active Participation</i> will be central themes.</li> <li>Top priority <b>integration</b> will occur with the portfolios on: <i>International Justice</i>, <i>Death Penalty</i>; <i>People on the Move</i>; <i>Communicating in a Changing Environment – AI@50</i>; <i>Building Global Digital Strategy</i>; <i>Growing in the 21<sup>st</sup> Century</i> and <i>Impact assessment</i></li> </ul>
8) Contact for info.	Colm Ó Cuanacháin, IS Senior Director, Campaigns

## OP1 Flagship Project: Embedding Human Rights in the MDGs

1) Portfolio	Demand Dignity
<p><b>2) Background &amp; long term goals</b></p>	<p>AI's Demand Dignity campaign aims to end global poverty by working to strengthen recognition and protection of the rights of those living in poverty - rights that would end the <u>deprivation</u>, <u>insecurity</u>, <u>exclusion</u> and <u>voicelessness</u> that are the lived experience of the poor. Global anti-poverty policy, reflected in the Millennium Development Goals (MDGs), pays too little attention to all these dimensions; it is not explicitly aligned with the protection of either economic and social OR civil and political rights and it lacks means for holding governments accountable when they fail to fulfil their obligations. Key reasons for the non-inclusion of rights in the MDG framework is continuing hostility to one or other category of rights and non-acceptance of the point that respect for rights across BOTH categories is essential to end poverty. Therefore, through this Flagship project, having in mind the MDGs' end-point of 2015:</p> <ul style="list-style-type: none"> <li>• <b>Our overall strategic goal</b> is to ensure that global policy as reflected in the MDGs and any successor plan, fully integrates the protection and fulfilment of ALL human rights relevant to ending deprivation, insecurity, exclusion and voicelessness.</li> <li>• <b>Our objective long-term</b> is to change the framework so that post-2015 the protection of human rights is at its very core. This will require campaigning over several years and we will work on two parallel tracks: To strengthen what's in place and to create support for change in the framework at its 2015 end-point: a call for "Human rights now – and human rights later!"</li> <li>• <b>Our objective short-term</b>, with a major UN MDG Summit in September 2010, is to strengthen the protection of human rights within the existing framework.</li> </ul> <p>In addition <b>in both the short and longer term</b> we seek:</p> <ul style="list-style-type: none"> <li>• To strengthen accountability mechanisms at both the national and international levels.</li> <li>• To achieve the universal ratification of both UN Covenants in 2016 (50<sup>th</sup> anniversary), with a key focus on China and the US.</li> </ul>
<p><b>3) Outcomes &amp; impacts</b></p>	<p>By the end of OP1:</p> <ul style="list-style-type: none"> <li>• There will be recognition in the dialogue with states at national and international levels that ignoring human rights in national and international responses to poverty is a mistake.</li> <li>• A key group of friendly states will have accepted that protection of rights to participation (including access to information), to security, to access economic and social rights, and to non-discrimination must be strengthened in the MDG framework and its successor.</li> <li>• Human rights will be an increasingly recognised part of the responses to poverty being discussed by the UN antipoverty agencies like UNDP, WFP, WHO, etc; and in parallel poverty will be an increasing area of focus for the UN's human rights machinery including OHCHR, SRs, and HRC.</li> <li>• AI will more effectively link individual cases and human rights defenders to our work against poverty through inclusive and ethical participation and mobilisation techniques. The voices of these rights-holders will be amplified and adding value to the overall campaign push.</li> </ul>

<p><b>4) Project objectives in OP1</b></p>	<p><b>External Objectives</b></p> <ol style="list-style-type: none"> <li>1) At 2010 UN Summit, we aim to highlight and win recognition of the importance of rights to the MDG framework:             <ul style="list-style-type: none"> <li>• We will call for the UN Summit Outcome Document to acknowledge prominently five key issues:                 <ol style="list-style-type: none"> <li>i. <u>Discrimination and exclusion</u> – To demonstrate short term that attention to marginalised communities is essential to end poverty, and long term that global policy must include goals/targets that would measure progress on equal access to rights;</li> <li>ii. <u>Violence against women</u> – To demonstrate short term how action to end VAW is needed to progress on MDGs, especially Goals 3 and 5, and long term to ensure stopping VAW is at the core of a new effort;</li> <li>iii. <u>Forced evictions and rights of slum-dwellers</u> – To demonstrate short term the gross neglect of the rights of slum-dwellers in the MDGs and long term for the inclusion of goals/targets that require <u>progress</u> to win security and equal access to services for slum-dwellers, and their active participation in these efforts;</li> <li>iv. <u>Maternal mortality</u> – To demonstrate how the empowerment of women, including especially through protection of <u>sexual</u> and reproductive rights and information and access to contraception is needed to end the crisis of maternal death; and,</li> <li>v. <u>Repression against the poor</u> – To demonstrate short term the continuing repression through arrest, harassment, and <u>criminalisation</u> of the poor and poor community leaders, and long term why rights to organise, to participate and to have information to do so effectively must be fully integrated in global anti-poverty policy.</li> </ol> </li> <li>• Seek to achieve concrete outcomes in regards to accountability.</li> <li>• Regarding the process for design of a post-2015 framework, seek establishment of a process of consultation and review that actively seeks the views of communities living in poverty and one that is mandated to report on ways in which human rights can be fully integrated in that framework.</li> </ul> </li> <li>2) Build a coalition of civil society and key governments who can unite under an agenda of strengthening human rights protection in the MDGs and its successor.</li> <li>3) Develop strategies and commence work on a universal ratification campaign to run to 2016, and by end of OP1 be actively engaged in work to ensure the G2 ratify both Covenants</li> </ol> <p><b>Internal objectives</b></p> <ol style="list-style-type: none"> <li>1) Include and involve rights-holders and partners in the planning and execution of the Demand Dignity Campaign and ensure their active engagement in ownership and communication of the campaign demands.</li> <li>2) Undertake high-quality country research and complement this with strategic activism, mobilisation, and human rights education with the central message being of the indivisibility and universality of human rights.</li> <li>3) Use on-line techniques specifically as a means to enable “One Amnesty” in the global, digital space. The MDG flagship – and the demand that global anti-poverty policy prioritise human rights –will be the content for a major campaign.</li> </ol>
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<p><b>4) Phasing of project in OP1</b></p>	<p>There are two key phases in OP1:</p> <p><b>(i) Leading up to September 2010 UN Summit</b></p> <ul style="list-style-type: none"> <li>• Build government support for prioritisation of human rights in the existing plan, and to set in motion support for the Summit to endorse a proposal a consultation on the shape of a post MDGs initiative.</li> <li>• Build a coalition of civil society groups who support this general call.</li> <li>• Together with Realising Rights, build a network of “friendly” governments in NY in advance of the Summit and hold a June 2010 Conference on Human Rights and the MDGs.</li> <li>• Pull together research and action on the 5 issues for inclusion in the Summit Outcome Document and publish outputs in June, in tandem with the Conference.</li> <li>• Use the Secretary-General’s forward to the Annual Report to make the case for our preferred outcome to the MDG review and highlight in individual country entries our work under the campaign and draw connections to the MDGs.</li> <li>• Identify other internal opportunities, such as section AGMs to build momentum for our MDG work.</li> <li>• Engage in a massive global on-line and mobile action during the run up to the September 2010 summit.</li> </ul> <p><b>(ii) Post-UN Summit to the end 2011</b></p> <ul style="list-style-type: none"> <li>• Review and focus on further opportunities to campaign linked to UNGA resolutions, a possible HRC special session, and potential regional and national hooks. Integrate concrete demands for action on sub-issues and cross-cutting human rights projects linked to campaign projects – slums, maternal mortality, corporate accountability and access to justice</li> <li>• Continue advocacy work with a “friends of” group and intensify work with civil society partners, particularly in the global South, including at the WSF 2011.</li> <li>• If the Summit sets in train a process to review and consult on post-MDGs successor, make this a focus for advocacy efforts seeking to advance a role and a “voice” for communities living in poverty. If such a process is not set in train, lobby for it to happen.</li> <li>• Build communications of Demand Dignity call and initiatives into the AI@50 framework,</li> <li>• Direct Human Rights Education, Activism and Youth initiatives to engage AI with relevant new constituencies and to empower those living in poverty</li> </ul>
<p><b>5) Milestones</b></p>	<p>All major international summits particularly G8, UNGA, meetings of SRs, some sessions of HRC, and international days including March 8<sup>th</sup> (Women), Aug 9<sup>th</sup> (Indigenous), Oct 5<sup>th</sup> (Habitat), Oct 17<sup>th</sup> (Poverty) and Dec 10<sup>th</sup> (HR),</p>
<p><b>6) Project Budget</b></p>	<p>At the IS, budget for this work will be approx £1.3m.</p>
<p><b>7) Project Team</b></p>	<p>At the IS, the IS Demand Dignity Programme staff (which includes the IS ESCR team) will be maintained at approx. 19 people, with two posts in the Communications Cluster. Other staff (e.g. country researchers, policy advisors, legal analysts) are contributing critical functions as part of their duties.</p>
<p><b>8) Contact for further info</b></p>	<p>Colm Ó Cuanacháin, IS SD - Campaigns</p>

## OP1 Campaigning Portfolio: No Security without Human Rights

Thanks to its new administration, changes in the US' policies under the war on terror are driving new directions for our work to put human rights at the centre of security. This allows us to make a shift onwards, out of our Counter Terror With Justice campaign which concentrated largely on Europe and the US, to targeted campaigning on strategic settings with the goal of preventing erosion of human rights in the name of terror and counter-terrorism. This means continued pursuit of accountability for associated violations committed by the US and of EU member states but, simultaneously, focused attention on repressive national security and counter-terrorism measures in the Middle East and North Africa and on abuses in the context of conflict between government forces and armed groups in countries such as Pakistan, Afghanistan and Somalia.

1) <b>Vision</b>	AI will work to ensure people are protected from human rights violations associated with terrorist acts and with counter-terrorism measures. AI will maintain a strong focus on individual victims as it mobilizes political and public audiences in support of security that both 'works' (no more victims of terrorism) and which delivers respect for human rights (no more victims of counter-terrorism).
2) <b>Under the new ISP</b>	Implements the ISP Human Rights goals C2 – <i>Defending Unprotected People on the Move</i> ; C3 – <i>Defending People From Violence Committed by the State and non-State Actors</i> ; C4 – <i>Protecting People's Freedom of Expression and Freedom from Discrimination</i> and its Goals P3 – <i>Promoting Human Rights to Create Solutions</i> ; E3 – <i>Responding To Emerging Challenges and Opportunities</i> and its Key Directions of <i>Rights-holders</i> and of <i>Emerging Powers &amp; Forces</i> .
3) <b>Outcomes &amp; impact we seek</b>	<ul style="list-style-type: none"> <li>• States recommit to the framework of international human rights law and demonstrate this by repeal of security legislation and other such measures that undermine the rule of law.</li> <li>• There is a discernible reduction in the introduction and/or use of measures, such as military and special courts, unlawful detention and the misuse of administrative and preventive detention, that by pass the rule of law and ordinary judicial system and procedures.</li> <li>• Those responsible for human rights abuses in the context of terrorism and counter-terrorism operations are held accountable.</li> <li>• Greater prominence is given in public and political debate to the personal cost of terrorist acts and of counter-terrorism measures paid by individuals who are victims.</li> </ul>
4) <b>Phasing:</b> Over OP1 Over the ISP	From the start of OP1, AI will focus and on accountability for secret detentions and renditions in the US and Europe but further into OP1 will extend this to cover these issues in countries such as Pakistan, Afghanistan and Sri Lanka and will add work to give higher profile to unlawful detentions in Asia and MENA. We will give prominence to victims of terrorism and counter-terrorism, undertaking associated casework and will put in place the policy and research foundations for future campaigning in OP2 and OP3.
5) <b>Flagship project:</b> <b>Ending unlawful detention</b>	<p><b>Through the Flagship Project we aim to:</b></p> <ul style="list-style-type: none"> <li>• End unlawful forms of detention and the misuse of administrative and preventive detention.</li> <li>• Secure states' respect for the legal basis for transfers of suspects between states and uphold fair trial standards as the means to bring to justice those who are responsible for terrorist acts.</li> </ul>
6) <b>Other Projects</b>	The other main project will be on accountability with the aims of ensure that government agents involved in the violation of human rights in counter-terror measures are held accountable; that states take conclusive steps to reduce violations of human rights in counter-terror measures; and to ensure that victims have access to adequate remedies, compensation, just satisfaction and rehabilitation in conformity with states' obligations.
7) <b>Links to other portfolios/ projects</b>	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> to be integrated across the portfolio and its projects are: <i>Individual rights-holders at risk</i>, <i>Integrating Gender</i>, <i>Challenging Global Leaders</i> and <i>Engaging Partners</i>.</li> <li>• Top priority <b>integration</b> will occur with the portfolios on: <i>Demand Dignity</i>, <i>Make International Justice Real</i>, <i>Communicating In A Changing Environment</i> and <i>Impact assessment</i>.</li> </ul>
8) <b>Contact for info.</b>	Colm Ó Cuanacháin, IS SD - Campaigns

## OP1 Flagship Project: Ending Unlawful Detention

1) Portfolio	<b>No Security Without Human Rights</b>
2) Background & long term goals	<p>In the context of counter-terrorism, the ordinary justice system is being bypassed in the terms under which people are detained, in their treatment in detention and in the unfair way in which many suspects are tried. Taken together these steps represent a reversal of previous civil and political rights norms. While states tend to stop short of explicitly endorsing breaches in the rule of law, the actual or exaggerated threat of terrorism – threats which, by their nature, are difficult to substantiate – is used to justify a range of practices which are unlawful and / or which AI would oppose. AI will seek not only to reverse the rollback of respect for civil and political rights norms, but also to make it untenable for such rollback to recur. Our long-term goals are to:</p> <ul style="list-style-type: none"> <li>• End unlawful and incommunicado detentions</li> <li>• Limit governments’ resort to administrative and preventive detentions so that when they do so resort, it is done within the boundaries of the international law.</li> <li>• End responses to terrorism that bypass or supplant the ordinary criminal justice system in such as: administrative detentions, trials of civilians in military courts, black-listing, renditions, unlawful deportations and “rehabilitation” programmes.</li> <li>• Affirm that those suspected of committing attacks against civilians and similar grave human rights abuses can and must be brought to justice through fair trials.</li> </ul>
3) Outcomes & impacts	<ul style="list-style-type: none"> <li>• International calls for accountability and transparency in the use of administrative detention (e.g. Guantanamo, secret bases in Europe) has grown: <ul style="list-style-type: none"> <li>→ In Europe, there is strengthened accountability for renditions and secret detention, adherence to fair trial standards, affirmation of relevant civilian oversight and repeal of repressive legislation and degradation of nonrefoulement.</li> <li>→ In Asia, unlawful detention including by US forces will be exposed and denounced.</li> <li>→ In MENA the calls for use of military and special courts, detentions and policing to be brought into line with international human rights standards will be strengthened.</li> </ul> </li> <li>• In a number in countries where AI has evidence of administrative and preventive detention (Egypt, Israel and Malaysia, for example), there will be a reduction in instances where the criminal justice system is bypassed;</li> <li>• There will be a reduction in the number of countries using control orders (such as the UK); using preventive detention legal regime (USA) and in rates of use of detention involving short-term enforced disappearances by security services (e.g. Tunisia, Pakistan).</li> <li>• Serious concerns about military or special courts in selected countries will be addressed including: Libya, Tunisia, Egypt, Iraq, Algeria, Syria, Saudi Arabia, Yemen, Afghanistan, Pakistan, Indonesia, Sri Lanka, Malaysia and Burma.</li> </ul>
4) Project objectives in OP1	<p>AI will present evidence based research and action reports to underpin a coordinated campaign calling for an end to policies and programmes that in the name of security bypass the criminal justice system with core messages being:</p> <ul style="list-style-type: none"> <li>• Opposition to systems of administrative and preventive detention, and detention outside any legal framework</li> <li>• Repeal special anti-terrorism laws that violate human rights and repeal or amendment of provisions in the ordinary criminal and civil codes and immigration and asylum laws that provide for exceptions to human rights safeguards for terrorism or national security suspects.</li> <li>• Ending the use of military/special courts or military commissions to try civilians.</li> </ul> <p>While the details of the country focus for this work are being finalized through the preparation of ISOP1, possible emerging projects aim to:</p> <ul style="list-style-type: none"> <li>• Stop illegal detentions in US (Guantanamo), Afghanistan (Bagram), Pakistan, Egypt and Israel, for example;</li> <li>• End use of military/special courts to try civilians, including by the US and several states in the MENA and Asia regions;</li> <li>• Transfers of alleged terrorist suspects from the UK, Bosnia, Germany, Georgia, Spain, Italy, Netherlands, Denmark, Switzerland and Russia to countries where they are at risk of torture and other cruel, inhuman and degrading treatment or punishment<sup>1</sup>;</li> <li>• Rendition, incommunicado detention, lack of key procedural safeguards, and use of torture evidence in prosecutions in European countries.</li> </ul>
5) Phasing of project in	To be determined on basis of further input from IS country teams/regional programmes.

<sup>1</sup> With a focus on transfers in reliance on diplomatic assurances and those in violation of European Court of Human Rights’ orders for interim measures, as well as ordinary expulsions, extraditions, and deportation without assurances.

<b>OP1</b>	
<b>6) Milestones</b>	
<b>7) Project Budget</b>	The IS' contribution to this Flagship Project will be factored into ISOP1.
<b>8) Project Team</b>	A core team within the IS Campaigns Programme will coordinate this project which draws on the input of a wider pool of AI's campaigners and researchers, including specifically key staff in the IS Regional, Law and Policy Programmes.
<b>9) Contact for further info</b>	Colm Ó Cuanacháin, IS SD – Campaigns

## OP1 Campaigning Portfolio: Make International Justice Real

The establishment of the **International Criminal Court (ICC)** and national tribunals and national prosecutions for grave human rights abuses are the fruit of decades of intense campaigning by AI. The campaign for the extradition of Pinochet from the UK to Spain remains an iconic moment for the AI movement. However, despite some recent successes, international justice is coming under increasing pressure from some governments, even though the fight for justice for human rights crimes is as pertinent today as it was in the past. A sustained campaign in 2010 – 2011, during which the first Review Conference of the ICC will occur, will consolidate success in this area and build the ground for greater achievements in the future. While in OP1, some work will be done to exploring the benefits of proactive *litigation* as a campaigning tool, movement-wide we will continue our call for universal justice through by campaigning on the ICC.

1) <b>Vision</b>	Universal ratification of the Rome Statute for the ICC with comprehensive implementing legislation operational in all states.
2) <b>Under the new ISP</b>	Implements the ISP Human Rights goals C2 – <i>Defending Unprotected People on the Move</i> ; C1 <i>Empowering People Living in Poverty</i> , C4 – <i>Protecting People's Freedom of Expression and Freedom from Discrimination</i> and its Goals P3 – <i>Promoting Human Rights to Create Solutions</i> ; E3 – <i>Responding To Emerging Challenges and Opportunities</i> and its Key Directions of <i>Rights-holders</i> and of <i>Emerging Powers &amp; Forces</i> .
3) <b>Outcomes &amp; impact we seek</b>	<ul style="list-style-type: none"> <li>• The ICC gains credibility and addresses effectively international crimes within its jurisdiction.</li> <li>• Increasingly domestic legal systems come into compliance with international legal standards, making justice more accessible.</li> <li>• AI's role as a significant advocate for justice is strengthened at the international, regional and national levels.</li> <li>• AI interacts more strategically with the ICC and other international justice mechanisms.</li> </ul>
4) <b>Phasing:</b> Over OP1 Over the ISP	<b>In OP1</b> we will make a significant campaigning push for states to ratify and for national level implementing legislation and working closely with AI Netherlands establish an AI International Justice Centre in the Hague so that <b>over the remainder of the ISP</b> we can enhance our work to strengthen justice at the international and regional levels while pursuing universal ratification of the Rome Treaty and the adoption of implementing legislation.
5) <b>Flagship Project:</b> <b>Ratifying the ICC universally</b>	<p><b>Our aims are to:</b></p> <ul style="list-style-type: none"> <li>• Campaign for the universal ratification of the Rome Statute for the International Criminal Court</li> <li>• Assist in the drafting of comprehensive implementing legislation by states.</li> <li>• Establish a virtual centre to enable legal-expert activists to have best access to all relevant documents and resources</li> </ul> <p>And, by creating a (physical) Centre for International Justice, based in the Hague, that drives AI's campaign for justice and against impunity:</p> <ul style="list-style-type: none"> <li>• Strengthen AI's work on international justice mechanisms combined with building capacity at the national level.</li> <li>• Increase advocacy with the ICC, the ICJ and other justice mechanisms based in The Hague.</li> <li>• Bring together lawyers, advocates, activists and academics to enable effective work on specific legal issues.</li> <li>• Establish dialogue with judges, prosecutors and defence attorneys from diverse countries to share experiences and learn from each other.</li> </ul>
6) <b>Other Projects</b>	<b>Improving Access to Justice</b> project: Recognizing that impunity takes many forms (ranging from lack of an effective legal system; obstacles faced by people who are marginalized; corruption; disregard for international standards; power as impunity; lack of standards and mechanisms to hold multi-national entities such as corporations working trans-nationally to account; and discrimination in law and practice etc), through research and campaigning we will make the connections between these and thereby surface the devastating impact for the majority of people in the world of this lack of access to justice.
7) <b>Links to other portfolios/projects</b>	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> to be integrated across the portfolio and its projects are: <i>Individual rights-holders at risk</i>, <i>Integrating Gender</i>, <i>Challenging Global Leaders</i> and <i>Engaging Partners</i>. Seeking to engage activist legal experts <i>Promoting Active Participation</i> will be a central theme.</li> <li>• Top priority <b>integration</b> will occur with the portfolios on: <i>Demand Dignity</i>, <i>Death Penalty</i>; <i>Communicating in a Changing Environment</i>; <i>Global Digital Strategy</i> and <i>Impact assessment</i>.</li> </ul>
8) <b>Contact for info.</b>	Widney Brown, IS SD, Policy and Law



## OP1 Flagship Project: Ratifying the ICC Universally

<b>1) Portfolio</b>	<b>Make International Justice Real</b>
<b>2) Background &amp; long term goals</b>	<p>In OP1 we want to highlight and advance the impact of AI's work on securing justice for victims of human rights abuses, violations of international humanitarian law and international crimes. Our long term goal is to ensure that the International Criminal Court (ICC) is, and is seen to be, effective, independent and impartial.</p> <p>To strengthen our capacity to undertake this work effectively, a Centre for International Justice will be established in the Hague to serve as a base from which AI can launch a range of projects including the creation of a network of human rights law clinics, a home for legal scholars, advocacy with the ICC and other relevant courts as well as a programme of engagement with the ICC regarding third party interventions (amicus curiae) to advocate for the strongest possible interpretation of the Statute creating compelling precedents for national courts.</p>
<b>3) Outcomes &amp; impacts</b>	<ul style="list-style-type: none"> <li>Amnesty International will be a global leader on promoting justice and ending impunity at the international, regional and domestic level through its research, analysis, advocacy and campaigning.</li> <li>Victims and witnesses of violations and international crimes will see that impunity can be challenged effectively and more would step forward to support investigations and prosecutions.</li> <li>Interpretations of the ICC statute and related laws will have a well-developed gender analysis so that gender based violence and crimes do not go unprosecuted.</li> </ul>
<b>4) Project objectives in OP1</b>	<ul style="list-style-type: none"> <li>Campaign for the universal ratification of the Rome Statute of the International Criminal Court in parallel with reform of domestic law.</li> <li>An "Arrest Now" campaign to ensure that the Court is seen to be taken seriously and is able to actually engage in fair, effective and independent investigations and prosecutions.</li> <li>Establish an AI International Justice Centre: define and agree its role, hire its inaugural director and launch an inaugural project.</li> </ul>
<b>5) Phasing of project in OP1</b>	<p>In OP1</p> <ul style="list-style-type: none"> <li>Early on, the Movement will design and initiate the campaign calling for ending impunity everywhere which will have several goals including Universal Ratification of the ICC.</li> <li>Setting up the Centre will be key work but its initial manifestation may be virtual so that the Centre is understood to be more than a physical place</li> <li>The Centre's opening will be directly linked to AI's campaigning goals</li> </ul>
<b>6) Milestones</b>	<ul style="list-style-type: none"> <li>The ten year review conference for the ICC which is scheduled for June 2010</li> <li>Regular meetings of the Assembly of States Parties</li> <li>Key cases at the Court where AI can intervene</li> </ul>
<b>7) Project Budget</b>	TBC
<b>8) Project Team</b>	AI Netherlands will work closely with the IS in the design of Centre.
<b>9) Contact for further info</b>	Widney Brown, IS SD – Policy and Law

## OP1 Opportunities & Capacity Building Portfolio: Crisis Response for Human Rights

Since 2001 AI has used crisis response very effectively to highlight human rights problems related to armed conflicts. On average the movement responds to two crises a year globally. External trends indicate that sudden upsurges of violence will be a continuing feature for the foreseeable future and that therefore there is a continuing need for AI to prioritise crisis response. In particular, south Asia (Afghanistan/Pakistan), Middle East (Iran, Israel/OT) and parts of Africa (Somalia, Sudan and possibly Zimbabwe) are likely to be areas requiring crisis work in 2010 – 2011 – although crisis by its very nature is unpredictable and sudden and so it will be important for sections/structures to be prepared to react to other situations if those would fall within the remit of their interests and influence. While internal and external feedback on the effectiveness of AI's crisis response has been generally positive, in the next cycle particular emphasis will be placed on expanding AI's capacity to respond simultaneously and rapidly to more than one crisis at a time, and also develop more effective ways of working on prolonged crises situations (e.g. Israel/OT or Darfur). Well communicated, effective response to rapidly moving events will underline AI's relevance and add to our ability to attract and retain support.

1) <b>Vision</b>	We will strengthen AI's capacity movement-wide 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 e.g. humanitarian emergencies.
2) <b>Under the new ISP</b>	Implements the ISP Human Rights goals (C1 – 4) and in particular, P3 – <i>Promoting Human Rights to Create Solutions</i> ; E3 - <i>Responding to Emerging Challenges and Opportunities</i> , E4 – <i>Communicating Effectively</i> , R2 – <i>Increasing Our Donors &amp; Growing Our Resources</i> , R3 – <i>Distributing AI's Resources Strategically</i> and the ISP's Key Direction of <i>Emerging Powers and Forces</i>
3) <b>Outcomes &amp; impact we seek</b>	<ul style="list-style-type: none"> <li>• <b>Speed</b> in our public reaction to crisis through prompt initial action by the movement and rapid deployment to the field where appropriate;</li> <li>• <b>High visibility for AI's message</b>, especially in the media, positioning human rights as key to solutions and AI as a key human rights player in times of crisis;</li> <li>• <b>Top quality</b> in our response, with accurate and impartial advice generated for public consumption and directed to relevant parties supported by the movement pursuing together a coherent and common agenda for action;</li> <li>• <b>Immediate human rights impact</b> through the acuity of our advice, with its quality content, speed of delivery and visibility ensuring it is shaping the conduct of the parties involved in the crisis and influencing the international community's response to it.</li> </ul>
4) <b>Phasing:</b> Over OP1 Over the ISP	<p><i>During year 1 of OP1:</i> We will identify and respond to crises where we can make an immediate impact and we will review and enhance the movement's crisis mechanisms:</p> <ul style="list-style-type: none"> <li>• In <u>sections/structures</u>: review and enhance rapid-response preparedness in terms of for example, availability of experts; ability to accommodate crisis responses among priorities for action and ability to direct and provide additional funding that may be necessary.</li> <li>• In <u>the IS</u>: Strengthen capacity (including through dedicated human resources) to lead and support the movement in responding appropriately to crisis.</li> </ul> <p><i>During year 2 of OP1:</i> Continue to identify and respond to crises where we can make an immediate impact and we implement changes to crisis response system determined during year 1</p> <p><i>At the end of OP1:</i> We will assess our progress in terms of our capacity and systems for handling crisis throughout AI and explore possible further changes to improve the movement's response for OP2 and beyond.</p>
5) <b>Links to other portfolios/projects</b>	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> to be integrated across the portfolio are: <i>Focusing on Individual rights-holders at risk, Challenging Global Leaders and Integrating Gender.</i></li> <li>• Top priority <b>integration</b> will occur with the portfolios on: <i>Demand Dignity, Make International Justice Real, Protecting People on the Move; Communicating in a Changing Environment; Growing in the 21<sup>st</sup> Century and Impact Assessment</i></li> </ul>
6) <b>Contact for info.</b>	Claudio Cordone, IS SD - Research and Regions

## OP1 Opportunities & Capacity Building Portfolio: Global Action for the Abolition of the Death Penalty

The abolition of death penalty has been AI's goal over several decades. Impressive progress, spurred on by UN General Assembly resolution 62/149 on the universal moratorium, has seen recent successes in Burundi and New Mexico (USA) with increasing pressure on Belarus as the last European country to maintain the death penalty. AI's advocacy at the UN and at country and regional levels has shown the value that AI adds to the global campaign against the death penalty and a concerted push by AI over the coming two years could set the track decisively for abolition within the decade.

1) Vision	Upgrade AI's work for the abolition of death penalty into a focussed, targeted and time limited global action and, with the campaigning power of the entire movement, opportunistically target specific countries and regions to increase the momentum towards universal abolition.	
2) Under the new ISP	Implements the ISP Human Rights goals C3 – <i>Defending People From Violence Committed by States and Non-State actors</i> , C1 <i>Empowering People Living in Poverty</i> , C4 – <i>Protecting People's Freedom of Expression and Freedom from Discrimination</i> and its Goals P1 – <i>Growing &amp; Developing the Global Human Rights Movement</i> ; E3 – <i>Responding To Emerging Challenges and Opportunities</i> and its Key Directions of <i>Partners</i> and <i>Emerging Powers &amp; Forces</i>	
3) Outcomes & impact we seek	<ul style="list-style-type: none"> <li>• Overall reduction in executions in line with, and ideally beyond, international trends.</li> <li>• Decisive and responsive tracking of trends in countries re abolition and on this basis, strategic adjustment of priorities.</li> <li>• Effective action on and in selected countries with potential to advance towards moratorium and abolition with the aim of winning five to six countries to 'Yes' support for the UNGA resolution.</li> <li>• Effective targeting of selected retentionist countries less inclined to moratorium and abolition by focusing on risk of executing the innocent, reducing the number of capital offences.</li> <li>• Strong reactive campaign work aimed at stopping countries attempting to reintroduce capital offenses, or countries which are beginning to execute again.</li> </ul>	
4) Phasing: Over OP1 Over the ISP	Campaign burst in OP1 to generate momentum for ongoing advocacy, lobbying, and more focussed national/regional campaign projects in OP2 and OP3.	
5) Project details	<ul style="list-style-type: none"> <li>• <b>In the international community:</b> Campaign in collaboration with the World Coalition Against the Death Penalty for <u>both</u> Optional Protocols to the ICCPR &amp; for increases in the support of the resolution and in co-sponsorship at UNGA (end Oct/early Nov).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>International opportunities in partnership with NGOs:</b> World Day against the death penalty on 10 October &amp; Cities for Life event on 30 November</li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Regional/National opportunities through 1) Moratoriums and 2) Reducing capital offences:</b> Upgraded campaigning at a national or regional level includes: <ul style="list-style-type: none"> <li>○ <b>Africa:</b> Burkina Faso, Sudan and the African Commission</li> <li>○ <b>Asia-Pacific:</b> South Korea, Japan and other countries.</li> <li>○ <b>Middle East &amp; North Africa:</b> Saudi Arabia, Yemen and possibly specifically on juveniles in Iran, Lebanon</li> <li>○ <b>Americas:</b> USA, possibly Cuba</li> <li>○ <b>Europe &amp; Central Asia:</b> Belarus &amp; the EU</li> </ul> </li> </ul> <p>The overall focus on these target countries/actors will be through higher-level advocacy accompanied by low-profile initiatives (i.e. bringing abolitionist judges and/or prosecutors together with judges who continue to support etc.) All-of-movement action may be required at key moments with ongoing movement action focused on casework.</p>	
6) Links to other portfolios/projects	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> are: <i>Engaging Partners</i>, <i>Challenging Global Leaders</i> and <i>Focusing on Individual rights-holders at risk</i> with individual casework being the key strategic campaigning tool for membership action. Emblematic cases will be chosen (e.g. Troy Davis (USA) or Hakamada (Japan)) for their importance in pushing key messages and setting of precedents if significant progress is made.</li> <li>• Top priority <b>integration</b> will occur with the portfolios on: <i>Demand Dignity</i>, <i>Make International Justice Real</i> and <i>Impact assessment</i>.</li> </ul>	
7) Contact for info.	Colm Ó Cuanacháin, IS SD - Campaigns	

## OP1 *Opportunities & Capacity Building* Portfolio: **Protecting People on the Move**

As AI takes forward its work for ESCR in OP1 we must also consider the implications for these rights for asylum seekers, refugees and migrants. Confronted with tougher border controls and more restricted legal entry channels, many in need of refuge or seeking a better life are making more dangerous journeys and increasingly are being pushed back or returned even at risk and without access to any due process. Trafficking for labour exploitation impacts migrant workers disproportionately and, in particular, irregular migrants who are more readily taken advantage of by unscrupulous employers, agents or recruiters. A further challenge is the development of effective response to human rights violations during displacement caused by climate change. To engage this difficult context effectively, AI needs to renew its strategic thinking, building effectively on expertise at section/structure level from where much of AI's work on asylum seeking is led while adding into the strategic mix the newer understandings we have and will build of the intersections between human rights, migration, trafficking and of the newer causes for displacement such as climate change.

1) <b>Vision</b>	Through active engagement on a movement-wide basis and with key partners, we will renew and further develop AI's <u>strategy</u> to address the significant protections gaps faced by people who have left their place of origin (domestically and internationally) and who, because of their migration status, face discrimination, exploitation, detention, criminalization, vilification and other human rights abuses.
2) <b>Under the new ISP</b>	Implements the ISP Human Rights goals C2 – <i>Defending Unprotected People on the Move</i> ; C1 <i>Empowering People Living in Poverty</i> , C4 – <i>Protecting People's Freedom of Expression and Freedom from Discrimination</i> and its Goals P3 – <i>Promoting Human Rights to Create Solutions</i> ; E3 – <i>Responding To Emerging Challenges and Opportunities</i> and its Key Directions of <i>Rights-holders</i> and of <i>Emerging Powers &amp; Forces</i> .
3) <b>Outcomes &amp; impact we seek</b>	AI is ready and able to address violations of the rights of the unprotected and undocumented migrants as well as of refugees and asylum seekers, having renewed its strategy and identified suitable areas of work, thematically and geographically, including by: <ul style="list-style-type: none"> <li>• Developing policy analysis of the impacts of climate change and poverty on population movements</li> <li>• Identifying associated protection gaps</li> <li>• Setting out strategic advocacy and campaigning opportunities</li> <li>• Identifying and proposing needed capacity building within AI among staff and activists, including refugee coordinators, so that the movement is equipped to carry out this new work in the future.</li> </ul>
4) <b>Phasing:</b> Over OP1 Over the ISP	<b>In OP1 Year 1:</b> We will work together to develop the strategy <b>In OP1 Year 2 and beyond:</b> Finalize, roll out and implement the strategy
5) <b>Links to other portfolios/projects</b>	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> are: <i>Challenging Global Leaders</i> and <i>Focusing on Individual rights-holders at risk</i></li> <li>• Top priority <b>integration</b> will occur with the portfolios on: <i>Demand Dignity</i>, <i>Crisis Response for Human Rights</i>, <i>No Security without Human Rights</i> and <i>Impact Assessment</i></li> </ul>
6) <b>Contact for info.</b>	Widney Brown, IS SD – Policy and Law

## OP1 *Operational Enabler* Portfolio: **Communicating in a Changing Environment**

New communication technologies are redefining the media space in an unprecedented way, bringing rapid change for the media landscape. With its speed, breadth and depth of reach, social media is changing social fabric, affecting the social contract - whether democratically or coercively forged - between people and those in power. The impact of this for governments and non-state actors, such as multinational corporations and INGOs, is becoming clearer as real-time, non-linear information transparency increasingly leads to calls for greater accountability. It also means public debate is taking place against an incredibly crowded and noisy backdrop, where myriad voices and messages jostle for attention and where policy and decision-making happen within ever-compressing timelines. Against this background, in OP1 we will work together to renew AI's identity, capitalizing on the resurgence of people-power and helping better deliver AI as a genuinely global movement for social change. OP1 also sees AI's 50th anniversary in 2011 which means we have an opportunity to mark the accomplishment, in solidarity with others, of five decades of courageous human rights defence and five decades of action and activism for human rights.

1) <b>Vision</b>	AI is leveraging its 50 <sup>th</sup> anniversary to re-energize existing activists and appeal to new constituencies. Audiences – old and new – clearly understand AI and are engaging with AI while AI is adapting to the faster moving news cycle, inserting human rights more readily into the public debate.
2) <b>Under the new ISP</b>	This portfolio will enable effective work on the ISP Human Rights goals (C1-4) and contribute to the delivery of the ISP Goals: P1 – <i>Growing &amp; Developing the Global Human Rights Movement</i> ; P3 – <i>Promoting Human Rights to Create Solutions</i> , E3 – <i>Responding To Emerging Challenges and Opportunities</i> , E4 – <i>Communicating Effectively</i> , L4 – <i>Leveraging technology to Enable Change</i> , R1 <i>Building new Constituencies &amp; Renewing Membership</i> , R2 – <i>Increasing our Donors and Growing our Resources</i> and its Key Directions of <i>Emerging Powers &amp; Forces</i> and <i>Technology and Communications</i> .
3) <b>Outcomes &amp; impact we seek</b>	<ul style="list-style-type: none"> <li>• AI's identity as a global movement for human rights is renewed, recognized, communicated and celebrated.</li> <li>• AI's human rights messages are timely, engaging and relevant, being delivered strategically to people and powers no matter where they are and by means and in languages that they can access, understand and respond to.</li> <li>• AI's brand is consistently recognized as being trustworthy, authoritative and relevant across the globe.</li> <li>• AI is the human rights content provider of choice in the digital space, challenging perceptions and changing the debate to bring about change in the lives of those whose rights are threatened.</li> </ul>
4) <b>Phasing:</b> Over OP1 Over the ISP	Renewing <i>AI's Global Identity</i> – <i>AI@50</i> has already begun and will be the primary focus in OP1 Year 1 in particular with the <i>AI@50</i> component completed by May 2011. <i>Approaching the Media Globally</i> and <i>Managing Reputational Risk</i> will start in OP1 but then continue throughout OP2 & OP3. Establishing the AI Language Centre is also a step to be fully completed in OP1.
5) <b>Flagship project:</b> <b>Renewing AI's identity – AI @50</b>	<ul style="list-style-type: none"> <li>• <b>Renewing the brand:</b> Define/ refine the brand essence and for target audiences redefine the case for joining/supporting/staying; examine channel and regional brand strategies (G/local brand); provide essential tools to help deploy brand locally; enable evolutionary development of the visual identity v2.0 - "Let the candle shine"</li> <li>• <b>Develop &amp; deliver AI@50 communications strategy</b> &amp; toolkit and create framework in which <i>Artists For Amnesty</i> initiatives can flourish</li> <li>• <b>Strengthen internal communications</b> to "Move the movement"</li> <li>• <b>Fully operationalize the AI Language Centre</b> to enhance multi-lingual delivery</li> </ul>
6) <b>Other Projects</b>	<ul style="list-style-type: none"> <li>• <b>Approaching Media Globally:</b> Re-orient AI's media strategy and systems to work more effectively as a global media team with a global, coordinated approach to key media markets and capacity to 'break news' and insert human rights content on a 24-hour, 7-day basis.</li> </ul>
7) <b>Links to other portfolios/projects</b>	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> are: <i>Engaging Partners</i>, <i>Challenging Global Leaders</i> and <i>Promoting Active Participation</i></li> <li>• <b>Integration</b> will occur with all the <i>Campaigning</i>, <i>Opportunities/capacity building</i> and with the other <i>Enabling</i> portfolios</li> </ul>
8) <b>Contact for info.</b>	Marcia Poole, IS SD - Communications

## OP1 Flagship Project: Renewing AI's Identity – AI@50

1) Portfolio	<b>Communicating effectively in a changing environment</b>
2) Background & long term goals	To communicate AI's message effectively and achieve AI's strategic goals, we must better articulate who we are, what we stand for and how we work to bring social change and so in a way that audiences – old and new – understand but identify with. This means linking our vision, mission and values to our actions and our words in all our communications. To do this we must understand the language of our audiences and deploy appropriate tools for communicating. The “Renewing AI's Identity” project's long term goal therefore is to build a robust and coherent bridge between the ISP's human rights goals, our underlying communications strategy and how AI is perceived both internally and externally. The nexus between resurgent people power, communications technology (especially social media) and AI as a global movement of activists is at the centre of this work and will be developed through the Global Identity (GI) project. AI@50 will provide a unique, time-fixed, opportunity around 2011 for the entire movement to, on the one hand, re-assure and re-energise our existing activists, and on the other, inspire new constituencies and we will also use the anniversary to redouble our efforts to communicate AI's contemporary identity internally and externally.
3) Outcomes & impacts	<ul style="list-style-type: none"> <li>• AI has a high public profile and is regarded as a compelling and impartial advocate of human rights. Its brand is consistently recognised as trustworthy, authoritative and relevant across the globe;</li> <li>• AI's identity as a movement of human rights activists that works in partnership with right-holders whose rights are threatened and other activists is clearly understood;</li> <li>• AI maintains a consistent global visual identity across the globe;</li> <li>• AI broadens the range of its audiences, particularly among young people to engage a new generation of activists and supporters;</li> <li>• AI has utilised the occasion and opportunity of its 50th birthday to express a strong case for staying/joining on the basis of a widely shared common understanding of our identity and by expressing it through strong, compelling AI@50 communications.</li> </ul>
4) Project objectives in OP1	<p><b>1) Renewing AI's brand:</b></p> <ol style="list-style-type: none"> <li>a. Refine AI's brand through brand positioning, essence and for its key elements, examining possible Channel and Regional brand strategies (G/local brand);</li> <li>b. Define for target audiences the case for joining/supporting/staying;</li> <li>c. Provide tools to deploy brand locally and implement;</li> <li>d. “Let the candle shine” as the banner for evolutionary development of Visual Identity v2.0.)</li> </ol> <p><b>2) Developing AI@50 communications strategy &amp; toolkit</b></p> <ol style="list-style-type: none"> <li>a. Develop and deploy overall narrative + messaging, tagline, story lines and communications toolkit, which express &amp; convey AI in strong, compelling ways , connects to the ISP goals so that the movement's key messaging resonates with this;</li> <li>b. Provide creative material which brings AI to life in an unique, inspiring way and establish sharing database (ADAM) for collating + distributing AI@50 content</li> <li>c. Provide the content narrative for Art for Amnesty (A4A) to deliver the Arts &amp; Entertainment/Celebrity elements of AI@50</li> <li>d. Create the digital platform and tools for national S/s activities and selected global activities</li> <li>e. Collaborate closely with the <b>Global Fundraising Management Team (GFMT):</b> a) to ensure delivery of convincing narratives to target audiences to secure growth and financial targets; b) close collaboration on defining AI@50 project elements (incl. partners etc.) with major fundraising imperative or potential</li> </ol>
5) Phasing of project in OP1	<ul style="list-style-type: none"> <li>• Pre-OP1 intense work with project team to delivery of core global brand elements;</li> <li>• Early Year One OP1: AI@50 communications strategies &amp; toolkit</li> <li>• Mid Year One OP1: Internal communications and dev of essential tools; creative material AI@50</li> <li>• Latter half OP1: Launch Visual Identity 2.0</li> <li>• Year 2: Ongoing implementation of projects and initiatives</li> </ul>

<b>6) Milestones</b>	<p><b>Critical milestones – AI@50 (tbd/tbc)</b></p> <ul style="list-style-type: none"> <li>• Finalise project outline for OP1 for DF (Nov 09)</li> <li>• Launch AI@50 content collecting &amp; sharing platform (using ADAM) by mid Nov 2010</li> <li>• Develop story-editing capacities till Dec 2009</li> <li>• Establish clearing board + guidelines by Jan 2010</li> <li>• Deliver “brand essence” (&amp; creative brief VI2) by Feb 2010</li> <li>• Deliver AI@50 timetable for 2011 (incl. A4A + DCP-projects) by May 2010</li> <li>• Deliver AI@50 comms strategy &amp; toolkit by summer 2010</li> <li>• Deliver “brand book” by June 2010</li> <li>• “Launch” central AI@50 projects acc. to timetable (from Jan 2011 on)</li> </ul>
<b>7) Project Budget</b>	<p><b>Pre OP1 (AI@50 prep)</b></p> <ul style="list-style-type: none"> <li>• Global Identity phase II project manager (post funded to end of current ISP)</li> <li>• Part time art director / help desk post for 12 months one day per week (£10K)</li> <li>• Agency fees including regional market research required for BPS work (£80-120K)</li> <li>• Editorial resources, content development + production of raw materials, archives £60K</li> <li>• AI@50 comms &amp; internal comms platforms and 1st phase works £20-50K</li> </ul> <p><b>Transition OP1</b></p> <ul style="list-style-type: none"> <li>• GI Activities budget over two years to cover ongoing agency fees, travel and visual identity tool kit development - £100K</li> <li>• AI@50 comms toolkit, materials &amp; platform (incl. agency fees etc) - £80-150K</li> <li>• Global Identity phase II project manager (six – 12 months) £60K</li> <li>• AI@50 project posts x 2 £90K</li> <li>• Archives staff £40K</li> </ul>
<b>8) Project Team</b>	<p>Global Project Manager (Markus Beeko on secondment from AI Germany); Project Team includes Communication specialists from AI UK, AI USA and AI NL, as well as the IS.</p>
<b>9) Contact for further info</b>	<p>Marcia Poole, IS SD - Communications</p>

## OP1 *Operational Enabler* Portfolio: **Building Global Digital Strategy**

Digital platforms are fast becoming the dominant platform in the global communications environment. The new ISP coincides with a tipping point for the global South's online access: by 2016, the majority of people accessing the Internet will live in the global South and will access via some form of hand-held device. To a large extent, the success or failure of AI's communications will depend on its ability to be cohesive and coherent across digital platforms. AI will need to take a 'glo-cal' approach: presenting a unified global voice yet retaining the latitude to tailor communications according to local needs. In order to move in this direction, in OP1 AI will undertake "mapping" and other preparatory exercises first on which directed action can be built for OP2 and beyond.

1) <b>Vision</b>	AI invests strategically in technology for the first time on a global level, as an enabler of our work to deliver AI's priorities, to empower rights holders to take action and to achieve the growth and diversity AI needs to become a truly global movement.
2) <b>Under the new ISP</b>	This portfolio will deliver on the ISP's goals of L4 – <i>Leveraging technology to Enable Change</i> and E2 – <i>Linking the Local and the Global</i> . It will also help AI's delivery of the ISP Goals: P1 – <i>Growing &amp; Developing the Global Human Rights Movement</i> , E3 – <i>Responding To Emerging Challenges and Opportunities</i> , E4 – <i>Communicating Effectively</i> , R1 <i>Building new Constituencies &amp; Renewing Membership</i> , R2 – <i>Increasing our Donors and Growing our Resources</i> and its Key Directions of <i>Emerging Powers &amp; Forces</i> and <i>Technology and Communications</i> .
3) <b>Outcomes &amp; impact we seek</b>	<ul style="list-style-type: none"> <li>• The empowerment of rights-holders, particularly in the Global South and East, to secure the information they need and take action to effect human rights change.</li> <li>• Increased levels of engagement amongst more diverse and harder to reach constituents through a) distribution of timely and relevant information and b) tools to enable self-mobilisation, c) offering different ways of giving.</li> </ul>
4) <b>Phasing:</b> Over OP1 & the ISP	Preparatory work has already begun notably through the Demand Dignity campaign, on "CRM" and towards the (virtual) Action Centre. This phasing up will continue into Year 1 of OP1 but can only escalate if sections/structures are open to contributing to deliver of key elements within the portfolio. Assuming we can take this work forward strongly in OP1, in OP2 and OP3 the fruit of this enhanced functionality can be enjoyed and directed strategically.
5) <b>Flagship project:</b> <b>Transforming AI's digital platforms and tools</b>	<ul style="list-style-type: none"> <li>• Develop our mobile proposition, with particular emphasis on content provision, activism, fundraising and peer-to-peer communication;</li> <li>• Use new media and technology to reach out to new audiences in innovative ways, such as with the <i>iCandle</i>, focusing also on opportunities for AI@50</li> <li>• Deliver digital platforms to support campaigning and capacity building objectives specifically of the Demand Dignity campaign.</li> <li>• Upgraded CRM system to support the objectives of the One Amnesty - Digital project.</li> <li>• Undertake a movement-wide survey and needs assessment to inform prioritisation and scoping of digital applications over the next ISP; <i>and</i></li> <li>• Establish a movement-wide virtual digital communication team to assist in the delivery of the above tasks.</li> </ul>
6) <b>Other Projects</b>	<ul style="list-style-type: none"> <li>• <b>One Amnesty – Digital:</b> Building a shared vision for and strategy towards an integrated approach to digital asset procurement, management and use</li> </ul>
7) <b>Links to other portfolios/projects</b>	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> are: <i>Focusing on Individual Rights-holders at Risk</i>, <i>Engaging Partners</i> and <i>Promoting Active Participation</i></li> <li>• <b>Integration</b> will occur in particular with the <i>Communicating in a Changing Environment</i> and <i>Growing in the 21st Century</i> portfolios</li> </ul>
8) <b>Contact for info.</b>	Marcia Poole, IS SD - Communications



## OP1 Flagship Project: Transforming AI's Digital Platforms & Tools

1) Portfolio	<b>Building Global Digital Strategy</b>
2) Background & long term goals	<p>A key activism tool for AI will be mobile technology. In fact, during the 2010-16 ISP, mobile is set to leapfrog computer to become the primary means of internet access worldwide, due to the emergence of available technology, communications network infrastructure and affordability in the Global South. In order to fully understand and prepare for the implications of such a shift, AI needs to focus on the following areas:</p> <ul style="list-style-type: none"> <li>• How mobile internet stands to impact usage habits in markets undergoing a transition from low-to high-specification handsets.</li> <li>• How to ready the way we communicate, campaign and fundraise in order to meet the challenges of the platform.</li> <li>• How mobile technologies can empower rights-holders and be utilised to effect social change.</li> </ul> <p>At the moment, there are vast differences in the size and scope of digital operations across AI which is a rationale for development of scale-able platforms and tools that can be built once but deployed several times, customized to specific needs (e.g. language, tone of voice). Transforming AI's digital platforms and tools will take a service-delivery orientation, developing functionality in direct response to the requirements of sections/structures and with a view to presenting an optional 'box of tricks' to support AI's campaigning, advocacy and fundraising objectives.</p>
3) Outcomes & impacts	<ul style="list-style-type: none"> <li>• Increased advocacy through cultivating ways for supporters to give differently, e.g. pledge-banking, crowd-sourcing, micro-activism.</li> <li>• Wider range of digital touch-points resulting in greater visibility across non-owned &amp; operated digital properties.</li> <li>• Effective use of digital platforms in order to engage with harder to reach constituents.</li> <li>• Improvements in how constituent data flows into and through the organisation.</li> <li>• With mobile technology in particular we aim to: <ul style="list-style-type: none"> <li>• Narrow of the digital divide between rights-holders in the Global North and the Global South.</li> <li>• Enable of communication to and through new constituents within the human rights community.</li> <li>• Increase levels of engagement amongst constituents, driven through a) distribution of timely and relevant information, and b) tools to enable self-mobilisation.</li> </ul> </li> </ul>
4) Project objectives in OP1	<p><b>Overall in OP1 we will:</b></p> <ul style="list-style-type: none"> <li>• Assess the digital needs of the organisation through a movement-wide consultation process</li> <li>• Identify stakeholders and existing knowledge capital within the movement in relation to specific platforms or tools</li> <li>• Determine 'business' goals for each platform/tool and set Key Performance Indicators in line with broader objectives</li> <li>• Itemise, prioritise and assign development tasks</li> </ul> <p>Key projects will go forward as follows:</p> <ul style="list-style-type: none"> <li>• <b>Demand Dignity campaign</b> <ul style="list-style-type: none"> <li>○ Delivery of DD digital communications strategy, focusing on marketing, content population and increased functionality.</li> </ul> </li> <li>• <b>AI@50</b> <ul style="list-style-type: none"> <li>○ Delivery of a digital platform to support the growth, reach and capacity building objectives of AI@50.</li> </ul> </li> <li>• <b>iCandle Application</b> <ul style="list-style-type: none"> <li>○ Develop &amp; deploy iCandle v2.0 for iPhone &amp; iCandle v1.0 for Android and Blackberry <ul style="list-style-type: none"> <li>• Roll-out to &gt;50% of S/s (initially ECA, Americas, Asia)</li> </ul> </li> </ul> </li> <li>• <b>SMS Toolkit</b> <ul style="list-style-type: none"> <li>○ Replicate and roll-out across the movement 'Kibera' SMS Toolkit</li> </ul> </li> <li>• <b>Mobile Web</b> <ul style="list-style-type: none"> <li>○ Develop mobile-friendly versions of all AI digital properties</li> </ul> </li> <li>• <b>CRM</b> <ul style="list-style-type: none"> <li>○ Upgraded CRM<sup>2</sup> system to support the GPS priorities</li> <li>○ A feasibility study into the development of an automated data collection and transfer facility for S/s.</li> </ul> </li> <li>• <b>Action Centre</b> <ul style="list-style-type: none"> <li>○ Development of a universal action centre encompassing a series of tools for both global and local actions. Product specification, metrics and standards to be defined by best-practice working group.</li> </ul> </li> </ul>

<sup>2</sup> Customer Relations Management or in AI's language Supporter Relations Management

	<ul style="list-style-type: none"> <li>• <b>Apps &amp; Widgets</b> <ul style="list-style-type: none"> <li>○ Movement wide needs assessment to inform scoping.</li> <li>○ Development of portable content applications for the display of content (e.g. News, IPTV). Product specifications to be defined by best-practice working groups.</li> </ul> </li> </ul>
<b>5) Phasing of project in OP1</b>	<p>A proportion of preparatory work has commenced and in OP1 work is likely to flow as follows:</p> <ul style="list-style-type: none"> <li>• Q1: DD campaign work; phase 1 development of Action Centre; needs/scoping of Apps &amp; Widgets.</li> <li>• Q2: DD campaign work; phase 2 development of Action Centre; phase 1 development of Apps &amp; Widgets; CRM system begins roll-out as part of Internationalisation task within One Amnesty - Digital project.</li> <li>• Q3-4: DD campaign work; launch of AI@50 digital platform; phase 2 development of Apps &amp; Widgets.</li> </ul> <p>A series of mobile pilots have already been completed including initial roll-out of the SMS Toolkit and iCandle. This work will continue into OP1 although its pace will, in part, be directed by external factors, such as the penetration of <i>smartphones</i> in target 'markets'.</p> <ul style="list-style-type: none"> <li>• Q1: Development of iCandle v2.0 for iPhone; roll-out iCandle to first non-English language markets; continued roll-out of SMS Toolkit; negotiate relevant technology partnerships.</li> <li>• Q2: Development of iCandle v1.0 for Android and Blackberry; achieve roll-out in a quarter of S/s; develop mobile websites.</li> <li>• Q3-4: Continued roll-out of mobile services to &gt;50% of the movement.</li> </ul>
<b>6) Milestones</b>	<ul style="list-style-type: none"> <li>• MDG – June 2010</li> <li>• AI @50 – May 2011</li> </ul>
<b>7) Project Budget</b>	To deliver this programme of work a larger cast of contributors is required and contributions of about £300-400k for OP1
<b>8) Project Team</b>	Initially AI Australia, AI UK, AI USA and the IS
<b>9) Contact for further info</b>	Marcia Poole, IS SD - Communications

## OP1 Operational Enabler Portfolio: Growing in the 21st Century

Growth was a major driver under the 2004 to 2010 ISP and is a key direction for the new ISP. Strong momentum for growth must be maintained and innovation that is producing results should be nurtured. From its outset under the new ISP these matters need to be tackled by all parts of the movement with renewed energy and resources. One key lesson is that AI must better embrace innovation while managing risk effectively. Most importantly, we need to integrate growth more effectively with communications, campaigns and human rights research and action. Further, after a period of unprecedented financial growth, AI must also now manage the impact of the current global financial crisis and lay the foundations for fresh investment in the coming cycle so that it rides the next growth curve in a more timely and effective manner. Starting out the right way in OP1 will deliver rewards to be reaped also in later years. The IEC will lead strategy development in this area during OP1 but in the meantime we will continue to work for AI's growth at the operational level.

1) Vision	The ISP's vision is for sustainable growth of the human rights movement globally not only of AI itself. In OP1 we will work for a more holistic approach that is more coherently integrated across the growth in people, income, activism, diversity and, ultimately in human rights impact.
2) Under the new ISP	This portfolio is essential to the ISP's overall purpose of <i>empowering rights-holders whose rights are challenged and strengthening the human rights movement globally</i> . It will enable effective work on the ISP Human Rights goals (C1-4) and contribute to the delivery of the ISP Goals including in particular: P1 – <i>Growing &amp; Developing the Global Human Rights Movement</i> , P2 – <i>Building Effective Partnerships</i> , L3 – <i>Making Diversity and Gender Mainstreaming a Reality</i> , R1 <i>Building new Constituencies &amp; renewing membership</i> , R2 – <i>Increasing our Donors and Growing our Resources</i> and its Key Directions of <i>Emerging Powers &amp; Forces</i> and <i>Technology and Communications</i> .
3) Outcomes & impact we seek	<ul style="list-style-type: none"> <li>• An integrated strategy for growth drives significant investment of human and financial resources to deliver sustainable and measurable growth, particularly in the Global South and East.</li> <li>• High quality CRM<sup>3</sup> systems are supporting activism-oriented international and national membership and donorship.</li> <li>• AI's income is comparable with the performance of peer INGOs and AI is setting and achieving realistic but challenging income targets.</li> </ul>
4) Phasing: Over OP1 Over the ISP	The renewed growth strategy will be developed in OP1 and be the driver across the life of the new ISP. So that neither momentum nor opportunity is lost, key innovative growth projects will proceed in OP1 including for income growth, on-line communities, strategic partnerships.
5) Flagship project: Enhancing Innovative growth	<ul style="list-style-type: none"> <li>• <b>Grow AI's Income:</b> set and report against <u>income targets</u>; identify and develop <u>areas of specific expertise</u> in for e.g. High Net-Worth Individuals, Trusts and Foundations and Face to Face Fundraising; <u>Integrate income generation</u> across the movement's priorities; Develop and implement a <u>fundraising strategy</u> integrated with A's overall growth strategy.</li> <li>• <b>Push the Boundaries of Growth:</b> Incorporate <u>southern diasporas</u> an explicit target for growth in Global North sections/structures and <u>marginalized groups</u> as an explicit target for growth in Global South and East sections/structures (e.g. women, minority faith, ethnic communities etc.); <u>Enhancing growth virtually</u> through on-line and mobile technology, building on the existing internet-based growth projects in this cycle, such as e-membership, on-line communities and youth projects including by strengthening CRM systems.</li> <li>• <b>Implement goal oriented initiatives with others:</b> Build enabling frameworks at section and international levels; build on existing successful strategic partnerships; take forward projects such as the Asia Pacific Youth Network, Arabic Voices growth project, Kenya growth project, Africa Youth Network</li> <li>• <b>Promote Sporting Activism for Human Rights</b> As per outcomes of consultation with sections/structures, will explore developments here towards the milestones of the 2010 World Cup series and the 2012 Olympics</li> </ul>
6) Other Projects	The IEC will lead the evaluation and strategy renewal process for growth in the coming years and this will incorporate a vision for growth under the Global Leaders (BRICS, EU, US) but at the operational level we will start by supporting strategic in OP1 growth in the US in partnership with the section and others in the movement.
7) Links to other portfolios/projects	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> are: <i>Engaging Partners</i>, <i>Integrating Gender</i>, <i>Challenging Global Leaders</i> and <i>Promoting Active Participation</i></li> <li>• <b>Integration</b> will occur with the all the <i>Campaigning &amp; Opportunities/capacity building</i> portfolios and with other <i>Enabling</i> portfolios including in particular the Flagship project <i>Renewing AI's identity – AI@50</i></li> </ul>
8) Contact for info.	Marj Byler, IS Consultant

<sup>3</sup> CRM – Customer Relations Management = in AI's language - Supporter relations management

## OP1 Flagship Project: Enhancing Innovative Growth

1) Portfolio	<b>Growing in the 21<sup>st</sup> Century</b>
2) Background & long term goals	Given the direction set by the new ISP, and while awaiting the outcomes of the growth evaluation and strategy work, from the outset of OP1 we will continue delivery of successful growth initiatives under OP3 that later will be framed within the overall Growth Strategy to 2016. These initiatives will continue to deliver growth in people, money, activism and diversity through a range of tools and across different parts of the world.
3) Outcomes & impacts	<ul style="list-style-type: none"> <li>• AI's human rights priorities are being placed at the centre of the movement's cases for support             <ul style="list-style-type: none"> <li>◦ All parts of the movement contribute to strong and inspiring cases for support</li> <li>◦ Growing rates of giving to AI and of sustained engagement with human rights activism is made one of the targets of work undertaken through AI human rights portfolios.</li> </ul> </li> <li>• The structure of AI's income (its sources and where it is raised) is managed operationally for long term sustainability             <ul style="list-style-type: none"> <li>◦ Growth in the movement's income nationally and internationally is being reported and assessed against agreed targets.</li> <li>◦ AI's existing donor/supporter base is being retained and upgraded.</li> <li>◦ AI's donor/supporter base and the broader constituencies for human rights are measurably diversifying into the Global South and East both virtually and more conventionally.</li> <li>◦ AI's income generating practices are benchmarked – for process and results in “market” – against agreed comparator organizations.</li> </ul> </li> <li>• Specific proposals for the establishment of new organizational approaches in AI are developed: i.e. affiliated partners; engagement of international members in AI's operations and governance.</li> </ul>
4) Project objectives in OP1	<ol style="list-style-type: none"> <li>1. <b>Growth for all sections and structures:</b> <ul style="list-style-type: none"> <li>• All sections and structures refresh and strengthen their fundraising and membership recruitment strategies and operations:                 <ul style="list-style-type: none"> <li>◦ Engage proactively in the development of strong and inspiring cases for support aligned to the GPS' portfolios</li> <li>◦ Engage with partners, youth and new constituencies in order to support effective delivery of the human rights program of work</li> <li>◦ Set and deliver targeted diversity goals</li> </ul> </li> <li>• Large and financially strong sections will need to:                 <ul style="list-style-type: none"> <li>◦ Commit necessary resources (human and financial) to achieve financial growth</li> <li>◦ Prepare to invest substantially in innovative projects aligned with the new Comprehensive Strategy for growth through the mechanisms agreed by the movement (IMT, A2D task force proposals, or other)</li> </ul> </li> </ul> </li> <li>2. <b>Growing AI's Income</b> <ul style="list-style-type: none"> <li>• Diversify for strong returns, sources of income, in particular from trusts and foundations, high net worth individuals and legacies (also known as planned giving) and for sustained engagement with new individual financial supporters.</li> <li>• Continue to focus on regular giving (i.e. monthly pledging) as an income source offering predictability and sustainability, setting as a target 50% of individual donor income coming from this method.</li> <li>• Increase retention of donors by strengthening techniques for following up on non-payers and cancellations and improving the communication of our “case for staying.</li> <li>• Set, deliver against, monitor and report on <u>income targets</u> for the movement's key entities in major fundraising markets and assess this performance also against external benchmarks.</li> <li>• Identify and develop strategic <u>areas of particular expertise</u> in for example, the areas of High Net-Worth Individuals, Trusts and Foundations and Face to Face Fundraising.</li> <li>• <u>Integrate income generation</u> with OP1's human rights priority projects (e.g. the Demand Dignity campaign, Crisis Response, Individuals at Risk etc), to ensure AI's offer to potential supporters and donors is clearly identified, motivating and inspiring.</li> <li>• Develop a <u>fundraising strategy</u> as part of AI's overall growth strategy, and including new fundraising markets among the BRICS, new techniques and strategic focus on the retention and</li> </ul> </li> </ol>

	<p>upgrading of AI's current donor-supporter base.</p> <p><b>3. <u>Pushing the Boundaries of Growth</u></b></p> <ul style="list-style-type: none"> <li>• <u>Growing the movement's diversity:</u> <ul style="list-style-type: none"> <li>○ Sections/structures in the Global North/West will develop explicit targets for growth from among Southern diaspora communities and other minorities, setting these targets in the context of strategies for their sustained engagement and investing in these strategies accordingly.</li> <li>○ Sections/structures in the Global South will develop explicit targets for growth from among diverse communities for example, women or minority faith or ethnic communities.</li> </ul> </li> <li>• <u>Growing partnerships and affiliations</u> at national and international levels that are directed to the furtherance of AI's human rights priorities (as defined by the GPS). <ul style="list-style-type: none"> <li>○ Develop and share <u>policy and practical frameworks</u> to enable and support the success of AI's partnerships and affiliations at national and international levels</li> </ul> </li> <li>• Target <u>on-line and mobile technology</u> to expand constituencies for activism focused on the GPS human rights priorities, integrating this work with the <u>Renewing AI's Identity- AI@50</u> Flagship project and for e.g.: <ul style="list-style-type: none"> <li>○ Growing e-activism &amp; investing in on-line communities</li> <li>○ Growing e-activism initiatives aimed at delivering greater diversity among human rights constituencies generally and specifically among those in support for AI's human rights priorities (i.e. through pursuit of multi-lingual initiatives and youth projects)</li> <li>○ Growing AI's CRM<sup>4</sup> systems to enhance retention of and longer term engagement with AI's supporters.</li> </ul> </li> </ul>
<b>5) Phasing of project in OP1</b>	This work will run throughout OP1 while the IEC leads the completion of a new Comprehensive Growth Strategy. At that point and working through the remainder of OP1 in preparation for OP2, all major growth initiatives will be aligned with the new strategy.
<b>6) Milestones</b>	Key internal milestones will includes those pertaining to AI@50 and the Standard Activity Reporting cycle to be agreed under the Global Operations project.
<b>7) Project Budget</b>	The IS' OP1 budget will allocate funds to work under this project however all fundraising sections will also be asked to allocate funds in support of work under this project. Specifically the Global Fundraising Service line will need investment while IMT will be asked to ensure its funds also enable this work to proceed. Once the appropriate cases have been put together i.e. for further investment in growth in the Global leaders countries, the movement will be able to take steps to realize its commitment made at the 2009 ICM to releasing funds for growth in the Global South/East.
<b>8) Project Team</b>	The Global Fundraising Management Team is in place operating well while other teams will follow according to the needs of the work.
<b>9) Contact for further info</b>	Marj Byler, IS Consultant

<sup>4</sup> Customer Relations Management or in AI's language Supporter Relations Management  
OP1 Global Priority Statement: Portfolios and Flagship Projects  
POL 50/012/2009

## OP1 *Operational Enabler* Portfolio: **Assessing Impact**

Building on what has been done in 2004 – 2009, AI will further develop its work to assess the human rights impact of its interventions and ensure that AI is fully accountable to high standard for the work that it does and for the consequences this has for people's lives. For AI to assess the impact of its work properly, manage risk and be accountable, all parts of the movement must be committed to these goals.

1) <b>Vision</b>	AI more fully recognizes, understands, celebrates where appropriate and is more fully accountable for the human rights impact it has.
2) <b>Under the new ISP</b>	This portfolio is essential to monitoring and understanding the ISP's overall delivery and the human rights impacts it brings. It will enable more effective work on the ISP Human Rights goals (C1-4) and contribute to the delivery of the ISP Goals including in particular: P1 – <i>Growing &amp; Developing the Global Human Rights Movement</i> , P2 – <i>Building Effective Partnerships</i> , P3 – <i>Promoting Human Rights to Create Solutions</i> , L3 – <i>Making Diversity and Gender Mainstreaming a Reality</i> , R1 – <i>Building New Constituencies &amp; Renewing Membership</i> , R2 – <i>Increasing our Donors and Growing our Resources</i> and its Key Directions of <i>Rights-holders, Active Participation</i> and <i>Partners</i> .
3) <b>Outcomes &amp; impact we seek</b>	<ul style="list-style-type: none"> <li>• AI is actively engaging with and listening to those who have a critical stake in AI's human rights work including in particular rights holders at risk, human rights defenders and external partners.</li> <li>• AI's human rights successes are being identified and celebrated (including through the development of more compelling cases for giving to AI) while frank and open assessment is also being made of where AI is failing to meet its human rights goals. AI's plans to achieve the impact it seeks in OP2 are being adjusted accordingly.</li> <li>• AI is, and is seen to be, more transparent in its acknowledgement of its success and failure, in its accountability for delivery against stated goals and in its promotion of learning about what works best for favourable change in the stats of human rights.</li> <li>• Across the movement, in critical entities, AI is developing competencies and capacity for effective impact assessment.</li> <li>• AI has adopted a coherent and policy based approach to impact assessment and to the associated organizational learning.</li> </ul>
4) <b>Phasing:</b> Over OP1 & the ISP	The steps we take in OP1 will both support movement-wide capacity building in this area and establish a firm platform of knowledge and information on which to build an overall analysis of AI's achievements under the new ISP in keeping with its signs of success. OP2 and OP3 under the new ISP will build on this initial approach.
5) <b>Flagship project:</b> <b>Assessing AI's human rights impact</b>	The key project in OP1 is to assess the impact of AI's work under the GPS' human rights portfolios with each of their Flagship Projects having impact assessment embedded in its priorities. Early in OP1 methodologies and schedules will be agreed, tailored to the Flagships and enabling completion of initial strategic assessment of their impact in time to influence their directions in OP2. These methodologies will include engagement with sections working on these Flagships and will be supported by movement-wide data collected through the Standard Activity Report which will be tailored to the GPS portfolios.
6) <b>Links to other portfolios/projects</b>	<ul style="list-style-type: none"> <li>• The highest priority <b>cross-cutting issues</b> are: <i>Engaging Partners</i>, <i>Focusing on Individual Rights-holders at risk</i> and <i>Promoting Active Participation</i></li> <li>• <b>Integration</b> will occur with the all the <i>Campaigning, Opportunities/capacity building</i> portfolios and specifically with the <i>Growing in the 21<sup>st</sup> Century</i> portfolio and the Flagship project of the <i>Communications</i> portfolio on <i>Renewing AI's Identity – AI@50</i>. Assessment of AI's human rights impact will also be enabled by success in delivery of the <i>Strengthening AI's Operations Globally</i> portfolio</li> </ul>
7) <b>Contact for info.</b>	Kate Gilmore, IS EDSG

## OP1 Flagship Project: Assessing AI's human rights impact

1) Portfolio	Assessing Impact
2) Background & long term goals	This project's long-term goal is to enable the delivery of coherent, empirically based assessment of the human rights impact that AI delivers to the world. Our specific focus in OP1 will be on measuring the impact of work under the GPS' <i>Campaigning</i> and <i>Opportunities</i> portfolios with priority given where appropriate to assessing AI's impact on <i>Global Leaders</i> . This will involve applications of AI's impact assessment framework (the "Dimensions of Change") at national, international and global levels and inclusion of gender-sensitive methodology. <i>Individual Rights Holders at Risk</i> and our <i>Partners</i> will be our key stakeholder groups and this work will offer input to the flagships on <i>AI's Identity</i> and on <i>Joint Planning and Delivery</i> .
3) Outcomes & impacts	By the end of OP1, <ul style="list-style-type: none"> <li>• In concrete instances AI is actively engaging with and listening to those who have a critical stake in AI's human rights work including in particular rights holders at risk, human rights defenders and external partners.</li> <li>• Human rights successes are being identified and celebrated (including in the form of effective "cases for giving" to AI) while frank and open assessment is also being made where AI is failing to meet its human rights goals.</li> <li>• AI's plans to achieve the impact it seeks in OP2 are being adjusted accordingly.</li> <li>• AI is, and is seen to be, more transparent in its acknowledgement of success and failure, in its accountability for delivery against stated goals and in its promotion of learning about what works best for favourable change in the stats of human rights.</li> <li>• Across the movement, in critical entities, AI is developing competencies and capacity for effective impact assessment.</li> </ul>
4) Project objectives in OP1	By the end of OP1, <ul style="list-style-type: none"> <li>• A framework, a schedule of focused and budgeted activities established at the commencement of OP1 are underway and are driving and enabling impact assessment of an agreed suite of projects under the GPS human rights portfolios. <ul style="list-style-type: none"> <li>◦ Data has been gathered at critical milestones against defined impact indicators and on external stakeholders (including rights holders at risk, human rights defenders and external partners)</li> <li>◦ Progress reports have been provided, as part of the movement's reporting cycle, about the impact of this human rights work.</li> </ul> </li> <li>• Analysis of the aggregated findings of impact assessment processes is underway and the findings are being prepared for presentation to the appropriate accountability forums internally and externally and for broader public release as appropriate.</li> </ul>
5) Phasing of project in OP1	The last months of OP3 and the early months of OP1 will be critical as the frameworks for effective impact assessment need to be put in place quickly if the data collection is to be effective and sufficiently comprehensive in the life of OP1 itself.
6) Milestones	The milestones for this work links to the planning cycles of the human rights portfolios and flagship projects. As of the very beginning of OP1 we need to agree what projects will form the focus for impact assessment in addition to for e.g. the Demand Dignity campaign. The schedule for this work should be aligned to the calendar of planning for OP2 so that lessons can emerge at the right time to influence the appropriate preparations.
7) Project Budget	Financial allocations will be made in each relevant Flagship Project to support impact assessment work. This would be at the level of £20k to £50k per Flagship and would depend on the scope of the assessment being made – i.e. where the assessment occurs; with whom; for what output.
8) Project Team	Initially the team leading this work is the IS Learning and Impact Unit. As this work develops however, with the team coordinating the <i>Strengthening AI's Operations Globally</i> portfolio, we hope that a "community of practice" will emerge across the movement comprised of staff with expertise in and responsibility for impact assessment.
9) Contact for further info	Kate Gilmore, IS EDSG

## OP1 *Operational Enabler* Portfolio: **Strengthening AI's Operations Globally**

AI will continue to pursue, through testing, exploration and further development, implementation of the outcomes of the AI Operations Review carried out in 2008 – 2009 with a view to developing a global management system, so that AI can truly be One Amnesty. Strengthening Operational Planning processes, systems, tools and timetables will support the AI movement in its implementation of the common priorities set by the GPS. This will lead to a common approach to the planning of OP2 which will begin in the second year of OP1

1) <b>Vision</b>	Under the new ISP and in order that its aspirations be met and delivered to the highest possible standard, AI will implement the operational enablers that enable further progress towards becoming One Amnesty, whilst achieving maximum impact for human rights.
2) <b>Under the new ISP</b>	The projects included within this portfolio aim to deliver significant strengthening of AI's overall operations. This change is essential to the delivery of the ISP and is asked for within the ISP specifically under L1 "Investing in volunteers, staff, leadership and systems". This portfolio is a key enabler to many of the other projects within the GPS.
3) <b>Outcomes &amp; impact we seek</b>	By the end of OP1: <ul style="list-style-type: none"> <li>• AI has aligned operating delivery with evidence of improved human rights outcomes emerging in AI's campaigns and actions</li> <li>• AI is enjoying practical and material operational benefit (improved delivery in line with priorities, improved morale, improved cost savings, improved income generation etc) from the global management system</li> <li>• AI is implementing standardized approaches to critical functions such as finance, accounting and IT and thereby enabling greater external and internal accountability, transparency and greater internal operating efficiencies including cost savings.</li> <li>• AI is equipped with the systems and outputs needed to take informed decisions concerning the distribution and alignment of AI's resources.</li> <li>• AI is reporting and monitoring its outcomes and impacts using evidence-based processes and aligning these to the ISP's signs of success and is fully compliant with INGO Accountability Charter.</li> <li>• AI has developed and is implementing coherent management of its wider range of exposures including to reputational, financial, people and key assets risk</li> </ul>
4) <b>Phasing:</b> Over OP1 & the ISP	The initial approach in OP1 will be to evolve up the operational infrastructure to support movement-wide operational planning as OP2 is prepared in the last half of OP1. Similar step improvements will occur as OP3 is developed in the latter part of OP2.
5) <b>Flagship project:</b> <b>Enabling joint planning and delivery</b>	<ul style="list-style-type: none"> <li>• Extend AI's project leadership and management systems and enhance compliance with reporting, focusing on the GPS</li> <li>• Build a common financial reporting framework and other systems that are needed to support Assessment to Distribution (A2D)</li> <li>• Build a movement-wide strategy for coherent and effective risk assessment and management globally</li> </ul>
6) <b>Other Projects</b>	<ul style="list-style-type: none"> <li>• <b>Invest in a Common Approach to ICT:</b> establish an information communication technology (ICT) platform that will enable delivery of communication and information management strategies that support global operations.</li> <li>• <b>Nurturing Talent:</b> Roll out a programme of work to develop AI's executive leadership.</li> </ul>
7) <b>Links to other portfolios/projects</b>	<ul style="list-style-type: none"> <li>• The highest priority cross-cutting issues are: <i>Promoting Active Participation</i> and <i>Engaging Partners</i></li> <li>• Integration will occur with the all the Campaigning, <i>Opportunities/capacity building</i> portfolios and the other <i>Operational Enabler</i> portfolios, specifically with the <i>Assessing Impact</i> portfolio and the Flagship project of the <i>Building Global Digital Strategy</i> portfolio on <i>Transforming AI's digital platforms and tools</i></li> </ul>
8) <b>Contact for info.</b>	Kate Gilmore, IS EDSG



## OP1 Flagship Project: Enabling Joint Planning and Delivery

1) Portfolio	<b>Strengthening AI's Operations Globally</b>
2) Background & long term goals	This project will support the AI movement in its implementation of common priorities set by the GPS. We will focus specifically on infrastructure building and on supporting coordination of shared work across the movement. This will lead to a common approach to the planning of OP2 which will begin in the second year of OP1 and will include:
3) Outcomes & impacts	<p><b>PLANNING</b></p> <ul style="list-style-type: none"> <li>• The <u>GPS portfolios and flagship project methodology</u> enables AI to align operating delivery systems and processes and generate more momentum on strategic issues leading to greater human rights impact.</li> </ul> <p><b>REPORTING</b></p> <ul style="list-style-type: none"> <li>• <u>Global reporting systems</u> and connected Key Performance Indicators enable AI, for the first time, to manage and be accountable for resources and activities in an evidence based way on a global scale.</li> </ul> <p><b>RESOURCE DISTRIBUTION</b></p> <ul style="list-style-type: none"> <li>• <u>Tools and mechanisms for strategic re-distribution</u> of our resources enhance AI's capability for strategic delivery.</li> </ul> <p><b>DELIVERY</b></p> <ul style="list-style-type: none"> <li>• <u>Communities of practice</u> and related systems are leading to a greater coordination of delivery and better use of expertise and competencies in the global organisation.</li> </ul>
4) Project objectives in OP1	<p><b>PLANNING:</b> Extend the scope and integrity of the GPS planning methodology for enhanced quality in preparations of OP2, including by:</p> <ul style="list-style-type: none"> <li>• Establishing a timely <u>planning cycle</u></li> <li>• <u>Aligning relevant planning processes</u> across all AI entities (incl. planning in the European Regional Space, the International Mobilisation Trust).</li> <li>• Phasing in stronger connection between <u>planning and budgeting</u>, building on the work of the common accounting framework project and including management of additional resources at the global level.</li> <li>• Phasing in the use of a consistent <u>project methodology</u> across AI for global projects.</li> </ul> <p><b>REPORTING</b></p> <ul style="list-style-type: none"> <li>• <u>Enhance compliance with aggregate-able reporting of movement-wide activities and outcomes</u> through development and use of SAR/SPR/SFR tools – including for and by IMT funded entities - that embed operationally the ISP's signs of success by setting up movement wide KPIs, and enable AI to meeting its obligations to key standards such as the INGO Accountability Charter.</li> <li>• <u>Build a common financial reporting framework</u>, including common “financial” language, to enable the movement to communicate financial and related information in a more meaningful and effective way, establishing: <ul style="list-style-type: none"> <li>○ A common financial year end,</li> <li>○ Common accounting definitions,</li> <li>○ Common accounting policies,</li> <li>○ A common reporting structure and defined reporting mechanisms.</li> <li>○ When the common accounting framework is in place, generate the numerical financial information based on agreed underlying definitional frameworks.</li> </ul> </li> </ul> <p>This work will consider the various annual reporting processes that AI uses with a view to reducing demands for, and avoiding duplication of, information.</p>

<p><b>4) Project objectives in OP1 (cont.)</b></p>	<p><b>RESOURCE DISTRIBUTION</b></p> <ul style="list-style-type: none"> <li>• <u>Build a movement-wide strategy for coherent and effective risk assessment and management</u> globally as part of the work to implement the ICM decision on Assessment to Distribution.</li> <li>• <u>Develop systems to support Assessment to Distribution (A2D)</u> will be done as needed (in addition to the common financial framework) to help prepare the way for the more effective transfer of resources to priority activities and to identify what information is required to support the decision making process as well as to how this can most effectively be generated.</li> </ul> <p><b>DELIVERY</b></p> <ul style="list-style-type: none"> <li>• <u>Establish communities of practice</u> (leading to service lines and global project teams and possibly using Centres of Expertise) where the competencies of the whole movement are harnessed to deliver global projects.</li> <li>• <u>Extend the utility of the AI projects database</u> and strengthening commitment by sections/structures to make use of this tool to enhance sharing of plans, activities and results.</li> </ul>
<p><b>5) Phasing of project in OP1</b></p>	<p><b>PLANNING:</b> In 2010 an improved and adapted version of global priorities for Year 2 of OP1 and related planning will be introduced testing all major elements to be used for OP2 version.</p> <p><b>REPORTING:</b> In 2010 reporting procedures for the GPS will be aligned (SPR/SAR/SFR; IMT reporting; INGO Accountability Charter; reporting in the European Regional Space) and a full set of KPIs in place for testing in 2011; definitive versions ready by mid 2011 for use in OP2.</p> <p><b>RESOURCE DISTRIBUTION:</b> The A2D taskforce will report to the IEC end of 2010 in advance of relevant ICM resolutions and materials to be distributed early 2011 and their work will guide the phasing of developments in this area.</p> <p><b>DELIVERY:</b> Communities of practice, service lines and Centres of Expertise will be established in OP1 as appropriate.</p>
<p><b>6) Milestones</b></p>	<p><b>PLANNING</b></p> <ul style="list-style-type: none"> <li>• June 2010: Review progress and endorse tweaked GPS for 2010.</li> <li>• September 2010: Project work under GPS2010 developed.</li> <li>• December 2010: Endorse work programme for 2011</li> <li>• June 2011 : Review progress and endorse new GPS for 2011</li> <li>• September 2011: Project work under GPS2011/12 developed.</li> <li>• December 2011: Endorses work programme for 2011 under OP2.</li> </ul> <p><b>REPORTING</b></p> <ul style="list-style-type: none"> <li>• Aggregated reporting: definitive versions of the reporting templates and KPIs that accompany our planning are in place in June 2011.</li> <li>• Benchmarking of IT finance systems across the movement to determine the level of IT infrastructure investment required – completed by 31 December 2009</li> <li>• Design of the common chart of accounts, accounting definitions, accounting policies and key performance indicators for review by the FD Advisory Group – completed by 31 March 2010</li> <li>• Movement-wide consultation on the common accounting framework designs – 2010 IFM</li> <li>• Development of phased implementation plan – completed by 30 September 2010</li> <li>• Pilot implementation project – completed by 31 December 2010</li> </ul> <p><b>RESOURCE DISTRIBUTION</b></p> <ul style="list-style-type: none"> <li>• A2D taskforce to report to relevant fora in 2010 and submit final report to IEC in December 2010.</li> <li>• Risk management strategy to be delivered to IEC December 2010.</li> </ul> <p><b>DELIVERY</b></p> <ul style="list-style-type: none"> <li>• Structural elements (Service Lines, COEs, global project teams) that will support OP2 are in place before starting the OP2 planning cycle (May 2011).</li> </ul>

<p>7) <b>Project Budget</b></p>	<p><b>PLANNING:</b> Global planning team tbc dependent on team composition</p> <p><b>REPORTING:</b> Common Accounting Framework</p> <ul style="list-style-type: none"> <li>• Total project costs for 2010 will be £60k.</li> <li>• The preliminary budget, which is subject to final review and approval, assumes the recruitment of a Project Co-ordinator (fixed term 12 month contract).</li> </ul> <p><b>RESOURCE DISTRIBUTION:</b> N/A</p> <p><b>DELIVERY:</b> Running global planning teams, COEs and SLs require budgets tbc.</p>
<p>8) <b>Project Team</b></p>	<p><b>PLANNING:</b> Global Planning Team will consist of one project manager; one full time IS staff in the work field of planning and impact assessment; one IS staff with financial expertise and technical support in the field of data processing especially in the field of reporting.</p> <p><b>REPORTING:</b> As above one team member including working on reporting and monitoring for the Common Accounting Framework: The core project team will be formed of the Project Manager and the Project Co-ordinator.</p> <p><b>RESOURCE DISTRIBUTION:</b> Risk management strategy team tbc.</p> <p><b>DELIVERY:</b> The planning team will set up and be supported by a community of practice of planners and project managers from across the movement.</p>
<p>9) <b>Contact for further info</b></p>	<p>Kate Gilmore, IS EDSG</p>

/ends