



29TH INTERNATIONAL COUNCIL MEETING

CIRCULAR 8

DRAFT INTEGRATED STRATEGIC PLAN

Amnesty International members only

AI Index: POL 50/001/2009

To: Sections & structures

From: IEC

Date: February 2009

Amnesty International
International Secretariat
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SUMMARY

This draft ISP paper is one of six major strategic papers that the IEC will be circulating in advance of the 2009 ICM. The first five papers are each linked to an ICM resolution, while the sixth will contain revised proposals following consultations with sections. The papers fit together to provide an integrated package of proposals for the creation of “One Amnesty” – readers are strongly encouraged to look at the links between them. The papers are:

- The draft Integrated Strategic Plan (this circular)
- Implementing “One Amnesty” – an integrated approach
- Implementing “One Amnesty” – IEC proposals on “Assessment to Distribution”¹
- Implementing “One Amnesty” – IEC proposals on governance and democracy
- Implementing “One Amnesty” – IEC proposals on priority-setting and planning
- Implementing “One Amnesty” – Revised IEC proposals following the CF/DF/IFM

Other papers dealing with operational matters (such as the AI Operations Review) will be issued by the Secretary General.

DISTRIBUTION

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

RECOMMENDED ACTIONS

Please circulate this document to all people in your section/structure who are involved in ICM preparations, strategic and operational planning or who are interested in the movements’ next integrated strategic plan.

Please send feedback on this version to clairesmitholu@amnesty.org. Feedback that is received by **1 April** will be considered by the ISP Committee in its final meeting in April. The cut-off date for feedback that will be considered in preparing the final draft of the ISP for discussion at the ICM is **1 May**.

¹ ICM 2009 Circular 7 Assessment to Distribution (ORG 50 001 2009)

The next ISP 2010 - 2016

A strategy map for Amnesty International

Introduction by the IEC

This paper is one of six major strategic papers that the IEC will be circulating in advance of the 2009 ICM. It contains the latest version of the draft Integrated Strategic Plan for 2010-2016, which has now been endorsed by the IEC.

This circular emerges from the movement's responses to both ISP Consultation Pack 1 "The World We See" (AI Index: POL 50/002/2008) and ISP Consultation Pack 2 "The Next ISP 2010 – 2016" (AI Index: POL 50/011/2008). We recommend you also take into consideration the material presented in those earlier documents as you consider the material that we present here.

Key changes since ISP Consultation Pack 2

The IEC has considered the feedback from sections and structures on the ISP Consultation Pack 2. We thank all of you who took such time and effort to provide lengthy and detailed comments, and we have worked with the ISP committee to re-draft the ISP in the light of your comments. This new version of the Strategy Map:

- Sharpens the Map's language, particularly that used across the human rights change perspective;
- Gives more prominence to the place of AI's membership, groups and activists;
- Makes more apparent the place of human rights education;
- Elaborates the Map's "signs of success" to be more solution-focused;
- Focuses explicitly on diversity and gender mainstreaming;
- Adds "key directions" to help convey the intended emphasis of AI's work under the strategy. Each of the key directions will be addressed in a forthcoming ICM circular.

This strategy map also contains many other important refinements, clarifications, and changes of emphasis compared to the previous draft. We hope that you will see your concerns reflected in the revised text.

Secondly, we have decided not to make any proposals for Statute changes because this strategy map is completely compatible with the existing statute.

This new document contains only a strategy map, on which we want debate to focus in the run-up towards the ICM. It will be supported by a new priority-setting mechanism which will be linked to our democracy and governance review and our proposals for moving "from assessment to distribution" in our financial strategy. The IEC believes that the ISP should be a strategy for the movement, and that priority-setting, budgeting and other operational matters should be dealt with elsewhere.

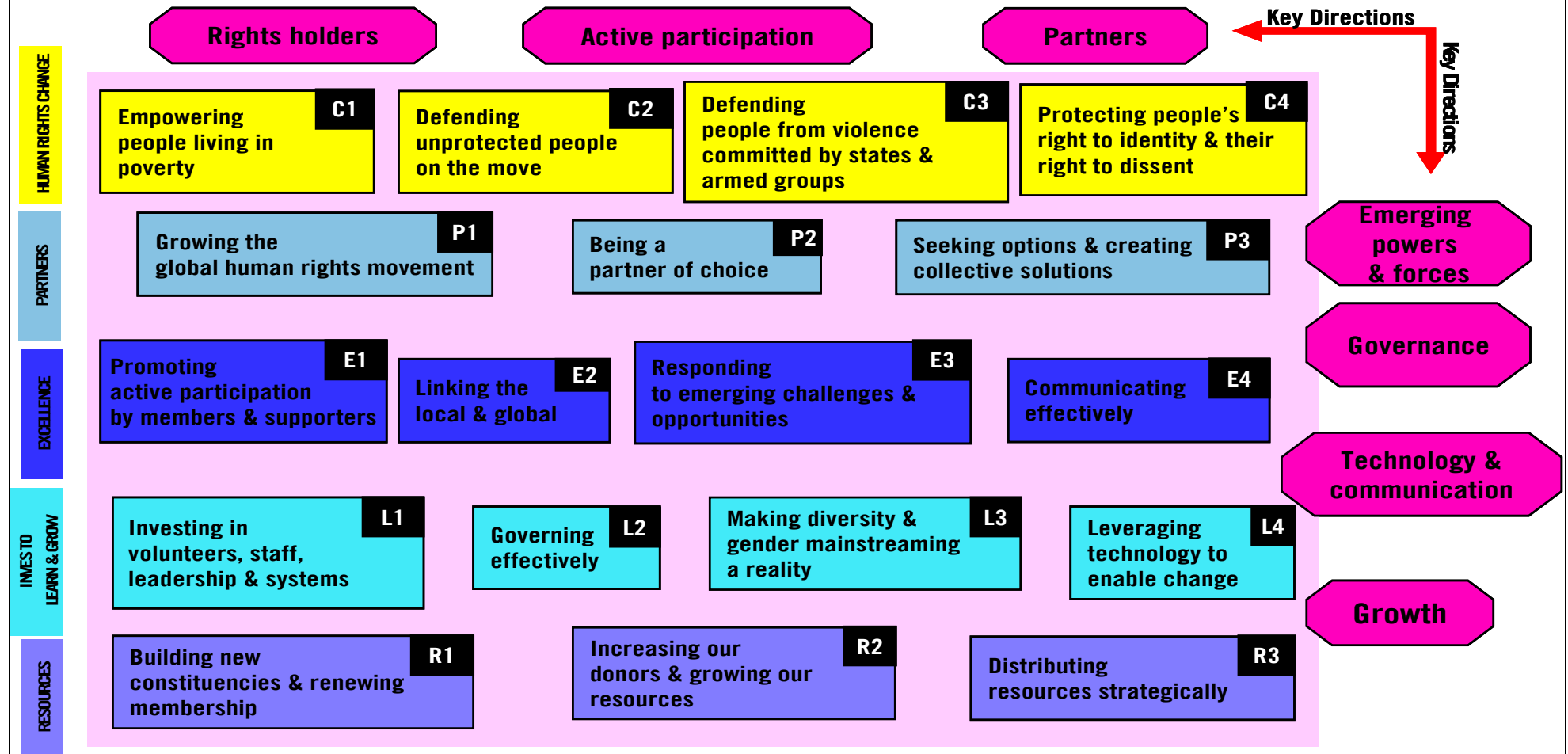
Next steps

An enabling resolution on the ISP has been tabled for the ICM. The IEC will work with the ICM PrepCom to draft a final ICM resolution that will enable effective ICM decisionmaking on key aspects of the strategy map, as well as reflecting the further input to the ISP process that we expect from the Chairs and Directors Forums, the International Finance Meeting, and reports from Section/Structure AGMs. The ISP committee will meet in April to review all comments, and to decide what further changes it recommends should be made to the draft ISP before the ICM.

The IEC looks forward to receiving your comments on this strategy map, which you can send to clairesmitholu@amnesty.org. Feedback that is received by **1 April** will be considered by the ISP Committee in its final meeting in April. The cut -off date for feedback that will be considered in preparing the final draft of the ISP for discussion at the ICM is **1 May**.

All comments will be made available on the ISP intranet space at:
<https://intranet.amnesty.org/wiki/display/ISPCON/Home>

Empowering rights holders whose rights are challenged & strengthening the human rights movement



The “Human Rights Change” Perspective

<i>Empowering people living in poverty (C1)</i>	
Focus	Signs of success
<p>People living in poverty, an increasing number of whom are women and girls, face deprivation, exclusion, insecurity and voicelessness: interrelated issues that add up to powerlessness. This vicious cycle of poverty, which is the result of policies and actions by state² and non-state actors, must be countered with the virtuous circle of human rights.</p> <p>Therefore, AI will work at local and national levels, particularly in the poorer parts of the world, and at the international level on:</p> <ul style="list-style-type: none"> • Freedom, transparency and information to ensure the voice of the poor is heard and effective; • Non-discrimination and inclusion, through law and other means to break the link between violence, including gender violence, discrimination and poverty; • Protection from human rights abuses that impoverish people, including corruption and other abuses perpetrated by the state and economic actors; • Investment in rights to health, housing, decent livelihood and education; • Empowering people living in poverty to know and claim their rights, and hold state and non-state actors accountable. 	<ul style="list-style-type: none"> • The Millennium Development Goals, and/or their successor plan, incorporate respect for human rights and demand more comprehensive action and greater accountability. • Rights to information and transparency are advanced. • Protection of rights of people living in poverty is strengthened nationally and internationally, including through legal recognition of economic, social and cultural rights. • Binding international standards and effective mechanisms are developed for corporate accountability. • Legal empowerment initiatives in support of people living in poverty are wide spread. • People living in poverty and those that represent them are more freely and actively claiming their rights nationally and internationally.

² In this document *Inter-Governmental Organizations* are considered to be state actors.

The “Human Rights Change” Perspective

<i>Defending unprotected people on the move (C2)</i>	
Focus	Signs of success
<p>Growing numbers of migrants, unrecognized asylum seekers and victims of trafficking find themselves without legal recognition or protection by either their home or host states. They are exploited by unscrupulous employers, treated by states as criminals and sometimes repatriated to countries where their lives are at risk. Because they are trapped in irregular situations, they are unable to secure redress or protection from the law. As conflicts, poverty, insecurity and environmental degradation increase the numbers of people moving within and across borders, states are resorting to tougher measures, often with public support.</p> <p>Therefore, AI will work to:</p> <ul style="list-style-type: none"> • Enhance legal and physical protection, and access to justice for migrants in irregular situations, unrecognized asylum seekers and victims of trafficking; • Ensure that these people are not denied the right to education, health care and housing; • Challenge discrimination against them and work with them to seek recognition of their rights to be heard and to organize themselves; • Ensure that migrants, unrecognized asylum seekers and victims of trafficking have access to fair legal procedures to regularize their status or challenge their return to situations where their lives could be in danger; • Challenge the routine practice of detaining people simply for lack of legal status or documentation. 	<ul style="list-style-type: none"> • The UN Convention on the rights of Migrant Workers is ratified by states of origin <u>and</u> states of employment and its measures are incorporated in national laws. • States recognize their responsibility to protect the human rights of all people within their territory, regardless of their national origin or migration status. • States adopt and enforce laws which prohibit discrimination on the basis of national origin. • Victims of trafficking are able to claim redress before courts in the destination country. • Migrants are protected from violence and exploitation by both state and non state actors. • Asylum seekers gain access to fair asylum procedures and are protected from return to territories where their lives would be at risk. • Media and public opinion appreciate the human rights dimensions of migration and trafficking.

The “Human Rights Change” Perspective

<i>Defending people from violence by states and armed groups (C3)</i>	
Focus	Signs of success
<p>Violence by states and armed groups is taking a devastating toll on human rights. Civilians, particularly women and children, are deliberately targeted by both state actors and armed groups in conflicts. As the race for resources, the proliferation of arms and weak states intensify conflict, the negative human rights consequences of armed conflict on civilian populations cannot be overstated. The more entrenched conflicts become, the harder it is for civilians to survive and recover from their consequences. In post-conflict societies, lives continue to be devastated by trauma, violence, economic uncertainty and lack of access to justice, including reparations. Even in more stable countries, growing concerns about terrorism and crime are leading governments to adopt tough public security policies that infringe human rights, demonize poor people and minority groups, and increase support for capital punishment and tough sentencing.</p> <p>Therefore, AI will work:</p> <ul style="list-style-type: none"> • For protection and empowerment of civilians during conflict, particularly of women; • For effective solutions to protect civilians and resolve “forgotten” conflicts; • For strategies to end violence by armed groups; • For the inclusion of human rights concerns in conflict prevention, resolution, and post-conflict re-building, in particular by calling for the control of arms, the (re)building of effective justice and human rights systems, and accountability of economic actors; • To strengthen international and national justice and reparation for victims, including victims of gender based violence; • To empower women’s voices in peace processes; • Against erosion of human rights in the name of security, including through arbitrary detention and unfair trials and will call for the absolute ban on torture and other forms of ill treatment to be upheld; • For the abolition of the death penalty. 	<ul style="list-style-type: none"> • Rapid and effective international peacekeeping operations with strong human rights protection component. • Adoption and implementation of UN Arms Trade Treaty to control small arms or light weapons. • Universal ratification of the ICC Statute, and effective national laws on universal jurisdiction. • Prosecution of state and armed groups for war crimes, crimes against humanity and other serious human rights abuses at national and international levels. • Adoption of standards on corporate accountability for complicity in human rights abuses in conflict situations. • Greater involvement of women in conflict prevention and resolution processes. • Reaffirmation of the prohibition of torture and other forms of ill treatment, arbitrary detention and unfair trials. • Universal abolition of the death penalty.

The “Human Rights Change” Perspective

<i>Protecting people’s right to identity and their right to dissent (C4)</i>	
Focus	Signs of success
<p>Concerns about the economy, migration, cultural identity and national security are leading to crackdowns by governments on legitimate forms of dissent, and restrictions on the right to information and freedom of expression, assembly and association. As information technology expands the possibilities for people to enjoy their freedoms, it is also being used by the state, sometimes with corporate complicity, to erode privacy, tighten censorship and expand surveillance. Against this background, xenophobia, racism and religious and other forms of identity-based discrimination are rising. There is a growing trend, often with the encouragement of the state, of non-state actors policing – and even demonizing – those who fail to conform with the views or the identity of those in power. Human rights defenders and other activists who challenge these practices are in turn being attacked and vilified.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> • Demand the release of prisoners of conscience; • Empower and protect human rights defenders and other activists; • Work for the elimination of gender-based violence and discrimination; • Call on state and not state-actors to uphold the right to dissent and the fundamental freedoms associated with it; • Campaign for stronger state action to address discrimination and exclusion based on identity or beliefs, including by non-state actors; • Promote binding legal standards for corporate accountability of human rights abuses. 	<ul style="list-style-type: none"> • Prisoners of conscience are released and human rights defenders and other activists are protected and empowered to carry out their work. • States enact and implement laws that robustly protect freedom of expression, including in emerging media. • International standards and national laws on corporate accountability include collusion on internet restrictions which undermine human rights. • States acknowledge and exercise due diligence against discrimination by non-state actors, including by community leaders. • Public opinion is mobilized to resist erosion of human rights standards against the criminalization of dissent.

The “Partnership” Perspective

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

The “Partnership” Perspective

<i>Being a partner of choice (P2)</i>	
Focus	Signs of success
<p>Increasing interconnectedness across issues, focus and functions, calls us to strategic partnerships across divides and disciplines (e.g. across organizations, sectors, themes and regions). Only through partnerships can we bring together the necessary resources and expertise to create the leverage we need to be effective.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> • Build relationships with others that are mutually beneficial, results oriented and aligned to the human rights outcomes we seek; • Engage proactively with – and be open to joining initiatives launched by – rights holders and their representatives and community and local groups, as equal partners, as well as larger national, regional and international NGOs; • Seek constructive and effective multi-stakeholder relationships with a broad range of interlocutors, such as governments, IGOs (including the UN), and businesses to push its human rights agenda. 	<ul style="list-style-type: none"> • We have built and sustained a wide number and range of partnerships at global and local levels which offer clear collaborative advantage. • We have formed productive partnerships in the Global South, in countries that are emerging global powers as well where AI is well-established. • Multilateral initiatives and multi-stakeholder coalitions are one of the ways in which we promote our human rights agenda. • Planning, decision-making, prioritization, implementation and evaluation of our human rights work is informed actively by our partners and by rights holders directly. • We are assessing the impact of AI’s work for rights-holders whose rights are challenged and have developed movement-wide capacity to assess and to learn from others.

The “Partnership” Perspective

<i>Seeking options & creating collective solutions (P3)</i>	
Focus	Signs of success
<p>Increasingly, governments and other actors are looking for concrete proposals and options for change. We must use human rights as an analytical tool, not only for assessing the unacceptable - for denouncing human rights violations but also as a framework for delivering the essential - for offering solutions.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> • Add solutions-oriented methodologies to its range of research, advocacy and campaigning approaches; • Match its competency in “naming and shaming” with competencies in multi-disciplinary analysis of issues and stakeholder-engagement in order to better resolve human rights problems; • Use its competencies as a global, as well as a local, movement to pursue human rights change through multi-dimensional and multi-layered approaches. • Invest in impact assessment and evaluation of human rights strategies and tactics to ensure the best human rights outcomes possible are secured. 	<ul style="list-style-type: none"> • We take greater account of the context of human rights problems and the views of those whose rights are affected. • Our research is based on authoritative analysis and offers substantive recommendations for solutions, whilst maintaining a role as non partisan actor. • We take a strong results-oriented, participatory approach to our work. • Rights-holders whose rights are challenged, our partners & other human rights activists find our campaigning & advocacy are effective tools for change.

The “Excellence” Perspective

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

The “Excellence” Perspective

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

The “Excellence” Perspective

<i>Responding to emerging challenges & opportunities (E3)</i>	
Focus	Signs of success
<p>Climate change, geopolitical shifts, economic changes, technological and scientific progress, as well as conflict and social upheaval, are bringing intense, grave and unpredictable consequences as well as unexpected and important opportunities for human rights. The emergence of new global actors like India, China, Russia and others adds a new dimension to the international human rights agenda.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none">• Develop and maintain a strategic capacity to scan the world and analyse emerging threats and opportunities;• Respond effectively and rapidly to critical emerging issues, drawing on support from the entire movement and its partners, and adjusting its plans, priorities and resources accordingly;• Lead the human rights community proactively and strategically to address global issues and actors.	<ul style="list-style-type: none">• Human rights are incorporated in international and national responses to global political, economic, social, and environmental issues, including climate change, economic globalization, science and technology, humanitarian disasters and armed conflict.• AI is engaging new global powers, including in particular India, China and Russia as well as regional and international organizations, both well-established and emerging ones, to find solutions to human rights problems.• AI is leading the civil society debate on a human rights response to emerging challenges and opportunities in a timely, effective and strategic manner.

The “Excellence” Perspective

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

The “Invest to Learn and Grow” Perspective

<i>Investing in volunteers, staff, leadership & systems (L1)</i>	
Focus	Signs of success
<p>The realisation of AI’s human rights aspirations depends on many things, but most of all on people. However, internally our approach to people is disparate and fragmented - with members, volunteers and staff often thinking and acting in “silos of interest” rather than from the standpoint of the movement—as-a whole. Yet, global challenges are calling on AI to develop its peoples’ skills, knowledge and competency into a stronger basis for delivery of its priorities. A key aspect of this is the building of a more flexible, mobile and diverse workforce, supported by systems and processes that align the various parts of AI to perform effectively.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> • Invest in training and capacity building of its members, leaders, volunteers and staff to empower and enable them to work across boundaries of geography, interest and functional responsibilities; • Invest in policies, systems and procedures to create an organizational culture and commitment to working in the interests of <i>One Amnesty</i>. 	<ul style="list-style-type: none"> • Competencies, people, systems and structures across AI’s entities are aligned with our strategic priorities. • AI has a movement-wide organizational culture that promotes excellence in the performance of its leaders, staff and volunteers. • Our people show a strong commitment to collegiality, cooperation, respect and accountability towards each other and towards our partners, seeking local solutions where relevant and whole-of-AI solutions where essential. • Systems & processes are in place to support global working, including the creation and support of a mobile, adaptable and performance-oriented workforce across the movement.

The “Invest to Learn and Grow” Perspective

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

The “Invest to Learn and Grow” Perspective

<i>Making diversity and gender mainstreaming a reality (L3)</i>	
Focus	Signs of success
<p>As a global human rights organization AI must be truly global in its reach, relevance, identity and perspective. It must manifest the universality of human rights in the range and diversity of people with whom it engages – internally and externally – as an essential step towards greater effectiveness for human rights and towards a more vibrant, inclusive and truly global human rights movement.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none">• Develop policies, processes and systems to ensure that its core functions (including research, lobbying and campaign methodologies, growth strategies, communications and decision-making processes) are attentive to issues of voice, representation, identity, difference and perspective. These policies will include those that guarantee gender mainstreaming.• Use focussed and targeted measures to achieve and sustain genuine diversity of identity, geography and culture among its membership and staff in all parts of the movement.	<ul style="list-style-type: none">• Membership of AI from the Global South and from under-represented groups in the Global North has increased.• AI's members, staff and leaders reflect the diversity of the societies in which they work.• AI is encouraging and supporting diverse contributions, perspectives and experience within AI and among our partners and other external stakeholders.• AI is supporting and sustaining activism and strong, healthy and effective partnerships in the Global South.• AI staff, volunteers, leaders and partners are treated fairly, with dignity and respect, and without discrimination.

The “Invest to Learn and Grow” Perspective

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

The “Resources” Perspective

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

The “Resources” Perspective

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

The “Resources” Perspective

<i>Distributing our resources strategically (R3)</i>	
Focus	Signs of success
<p>The most successful campaigners and organizers strongly align their resources with their strategy, thereby ensuring their results are coherent with their goals. As a campaigning organization, our investment, distribution, management, governance of and accountability for financial resources must be the servants of the strategy that is guiding delivery of our mission and vision. If AI is to enhance its delivery of its human rights promises, then it must ensure that its resources flow to its priorities and are not locked down by the happenstance of where they were raised.</p> <p>Therefore, AI will:</p> <ul style="list-style-type: none"> • Distribute resources so that these support AI’s global and local priorities, emphasizing investment for human rights impact while ensuring that AI’s operations are sustainable; • Increase significantly its investment in growing the human rights movement broadly, and AI in particular, in the Global South; • Root its financial decision-making in empirical and technically sound analysis, supporting investment in systems to integrate activity and financial decisions, globally, strategically and rationally; • Ensure it is able to provide, publically, accurately and comprehensively, a global account of what money it receives, how it spends that income and the outcomes and impact it delivers. 	<ul style="list-style-type: none"> • Money raised in AI’s name is understood to belong to AI as a whole and not only to the AI entity that raised it. • Resources support the implementation of our priorities at both the global and local levels and AI’s presence and relevance in the Global South in particular is increasing. • A coherent approach to financial decision-making and accountability across the movement is reducing unhealthy competition and enhancing trust and: <ul style="list-style-type: none"> ○ Wherever <u>possible</u> financial decision-making is undertaken locally, in keeping with the principle of subsidiarity;³ ○ Wherever <u>essential</u>, financial decision-making is taken by and for the movement as one movement, as befits a unified global organization; ○ Wherever <u>necessary</u> for effective co-ordination, quality assurance and compliance globally, financial decision-making is centralized. • The talent brought to AI’s volunteer and paid financial leadership roles is commensurate in scale and complexity with their level of responsibility and grounded in professional and technical competencies. • AI is at the forefront of high performance in the not-for-profit sector in regards to public transparency, reporting and accountability for its resources and human rights outcomes.

/ends

³ The principle that decisions should only be made at a higher level in an organization only when they cannot effectively be made at a lower level.