

DRAFT INTEGRATED STRATEGIC PLAN 2010 to 2016

29TH INTERNATIONAL COUNCIL MEETING

Draft ISP PowerPoint

to accompany CIRCULAR 8 (POL 50/001/2009)

AI Index: POL 50/002/2009

Click through the strategy map using the 'Slide Show' mode

**AMNESTY
INTERNATIONAL**



Introducing the **Strategy Map**

- The Map is an integrated approach made up of:
 - An overarching purpose for all our work
 - Key directions that guide all that we do
 - Key perspectives to our work, each with specific goals that are defined through focus & signs of success

Overarching purpose

Perspectives

Key directions

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

Rights holders

Active participation

Partners

Key Directions

Key Directions

Empowering
people living in
poverty C1

Defending
unprotected
people
on the move C2

Defending
people from violence
committed by states
& armed groups C3

Protecting
people's right to
identity & their
right to dissent C4

Growing the
global human rights
movement P1

Being a
partner of
choice P2

Seeking options &
creating
collective solutions P3

Promoting
active participation
by members &
supporters E1

Linking the
local & global E2

Responding
to emerging
challenges &
opportunities E3

Communicating
effectively E4

Investing in
volunteers, staff,
leadership & systems L1

Governing
effectively L2

Making diversity &
gender
mainstreaming
a reality L3

Leveraging
technology to
enable
change L4

Building new
constituencies &
renewing membership R1

Increasing our
donors & growing
our resources R2

Distributing
resources
strategically R3

Emerging
powers
& forces

Governance

Technology &
communication

Growth

Why we will do it...

How we will do it...

The logic

Goals of each
(focus & signs of success)

AI's **strategy** for 2010 to 2016



*To strengthen the strategic basis
for prioritization & shared focus,
the Map includes an*

overarching purpose

& key directions *for all of AI's
work...*

AI's overarching purpose



As a cumulative result of all that it does
& in all that it does, AI will:

***“Empower rights holders
whose rights are
challenged & strengthen
the human rights
movement”***

AI's key directions



All of AI's work will be directed to enabling:

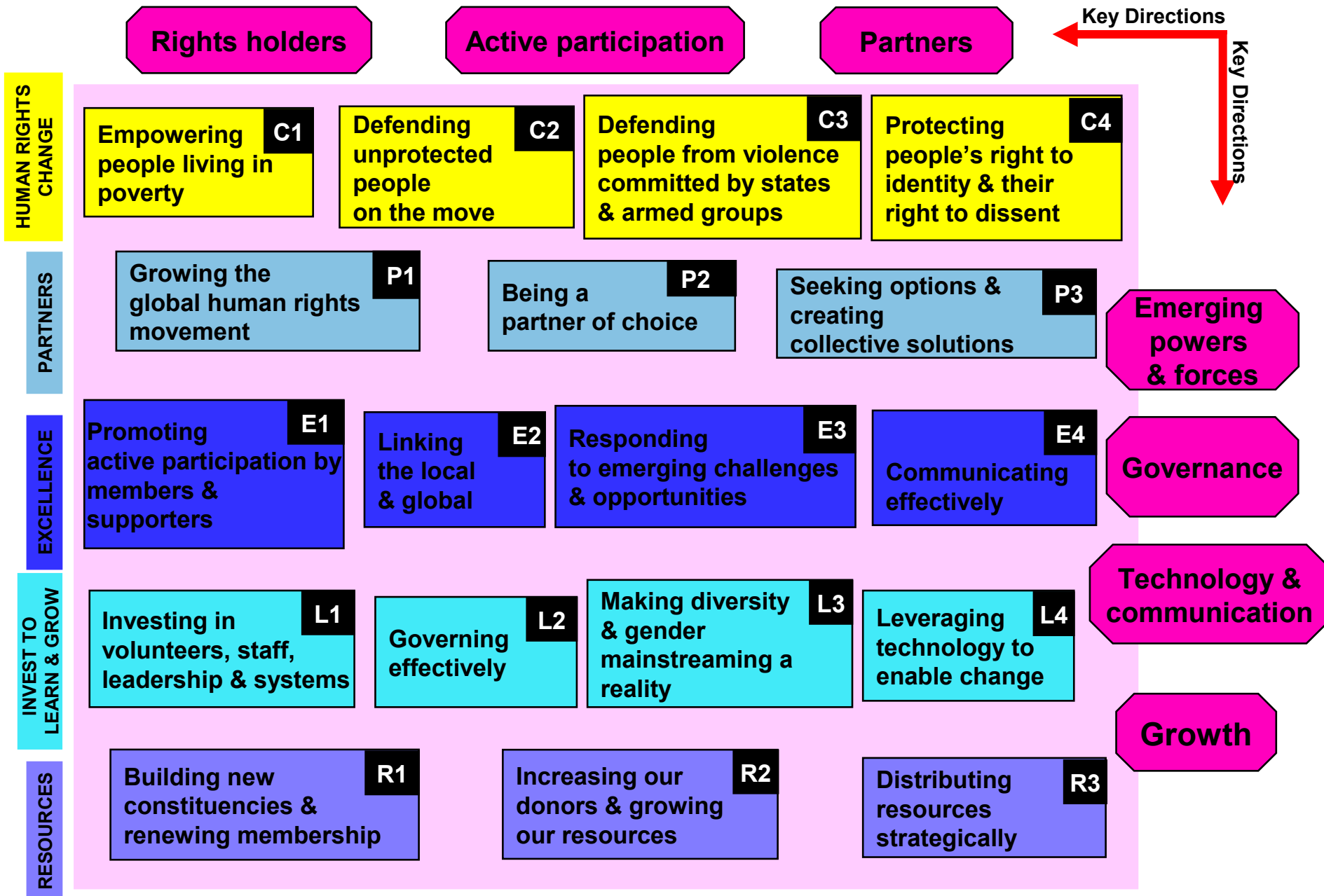
- Effective work with & for rights holders whose rights are challenged
- The active engagement of a more diverse & global membership & supporter base
- Formation of partnerships in solidarity with those who share our values
- Strategic engagement with emerging powers & forces (i.e. new actors & new influences on human rights for e.g. “BRIC plus” countries; economic actors; climate change & new technologies)
- Effective, competency based governance that strengthens AI's accountability
- Empowering & effective communications to multi-lingual audiences, internally & externally, including through efficient use of technologies
- Growth in AI's its reach, relevance, financial & human resources, in both quantity & quality terms, to be more effective for others

The “key perspectives” logic



- To achieve the **CHANGE** (perspective C) we seek for rights-holders, what must we achieve with & for our **PARTNERS** (perspective P)?
- To work well with & for our partners, in what areas do we need to **EXCEL** (perspective E)?
- To excel, in what areas must we **INVEST TO LEARN & GROW** (perspective L)?
- What must we do to secure & manage the **RESOURCES** (perspective R) we need to invest well in our success?

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



Empowering people living in poverty

(Human Rights Change perspective: C1)

Focus

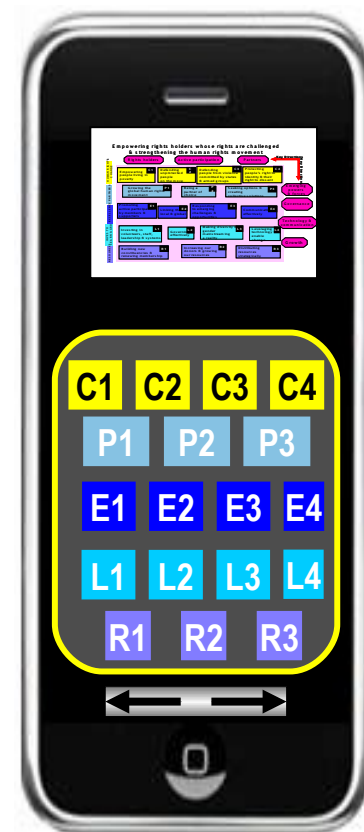
People living in poverty, including women & girls, face deprivation, exclusion, insecurity & voicelessness as a result of state & non-state actors' policies & actions.

AI will work on:

- Freedom, transparency & information;
- Non-discrimination & inclusion;
- Protection from human rights abuses e.g. corruption;
- Investment in health, housing, decent livelihood & education;
- Empowering people to claim their rights.

Signs of success

- MDGs incorporate respect for human rights.
- Rights to information & transparency advanced.
- Protection of rights of people living in poverty is strengthened.
- Binding international standards are developed for corporate accountability.
- Legal empowerment initiatives are wide spread
- People living in poverty are claiming their rights.



Defending unprotected people on the move

Focus

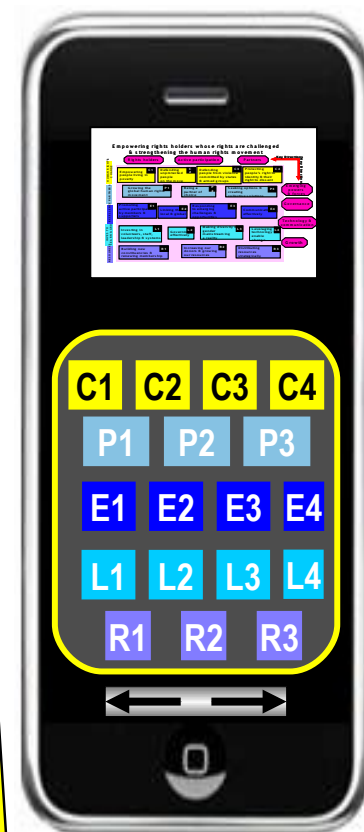
Growing numbers of migrants, unrecognized asylum seekers & victims of trafficking are without legal recognition or protection, exploited by unscrupulous employers, treated as criminals & sometimes forcibly returned at risk to their lives.

AI will work to:

- Enhance their legal & physical protection;
- Ensure their access to education, health care & housing;
- Challenge discrimination
- Ensure their access to fair legal procedures;
- Challenge detention of people for lack of legal status or documentation.

Signs of success

- The UN Convention on the Rights of Migrant Workers is ratified.
- States adopt & enforce laws prohibiting discrimination on the basis of national origin.
- Victims of trafficking can claim legal redress.
- Migrants are protected from violence & exploitation.
- Asylum seekers gain access to fair asylum procedures & are protected from re-foulement.
- Media & public opinion appreciate the human rights dimensions of migration & trafficking.



Defending people from violence by states & armed groups

(Human Rights Change perspective: C3)

Focus

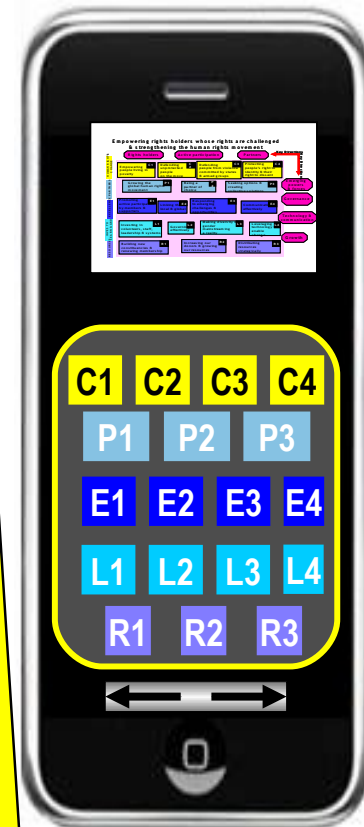
Civilians are targeted by state actors & armed groups in conflicts with extremely negative human rights consequences. In post-conflict societies, lives continue to be devastated. Concerns about terrorism & crime are leading governments to adopt tough public security policies that infringe human rights.

AI will work:

- For protection of civilians;
- For effective strategies to end violence by armed groups;
- For inclusion of human rights concerns in conflict prevention, resolution, & post-conflict re-building;
- To strengthen justice & reparation;
- To empower women's voices;
- Against erosion of human rights in the name of security;
- For the abolition of the death penalty.

Signs of success

- International peacekeeping with human rights protection.
- A UN Arms Trade Treaty.
- Universal ratification of the ICC Statute.
- Prosecution for war crimes, crimes against humanity.
- Adoption of "complicity" standards on corporate accountability.
- Women are active in conflict prevention & resolution processes.
- Prohibition of torture & other forms of ill treatment, arbitrary detention & unfair trials is reaffirmed.
- Universal abolition of the death penalty.



Protecting people's right to identity & their right to dissent

(Human Rights Change perspective: C4)

Focus

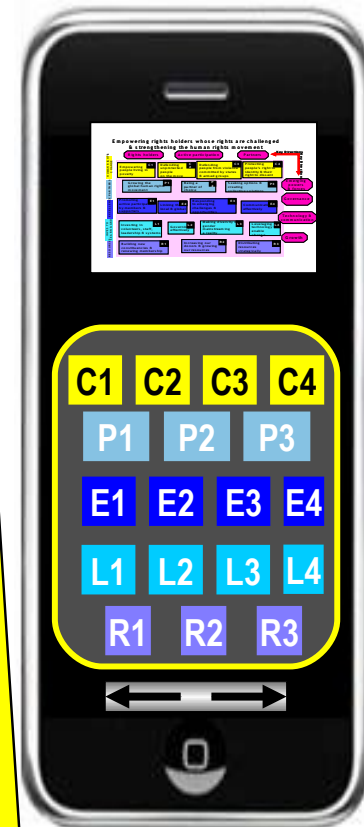
States' crackdowns on dissent are being fuelled by concerns to do with cultural identity & national security etc. Developments in IT are expanding access to information but also allowing states, sometimes with corporate complicity, to erode human rights. In this context, xenophobia, racism & religious & other discrimination are on the rise.

AI will:

- Demand the release of prisoners of conscience;
- Empower & protect HRDs & other activists;
- Work to eliminate gender-based violence & discrimination;
- Uphold the right to dissent & associated freedoms;
- Campaign for stronger state action to address discrimination including that by non-state actors;
- Promote binding legal standards for corporate accountability.

Signs of success

- Prisoners of conscience are released & HRDs & other activists protected.
- States implement laws to protect freedom of expression, including in emerging media.
- International standards & national laws on corporate accountability cover collusion on internet restrictions.
- States acknowledge & 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 criminalization of dissent.



Growing the global human rights movement

(Partnership perspective: P1)

Focus

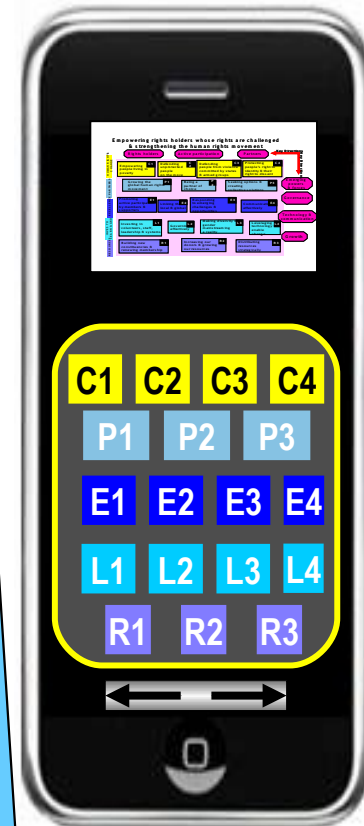
Civil society's growth provides opportunity & challenge, & while social inequalities & cultural divisions undermine community, IT opens new possibilities. Human rights as values shared across civil society mean AI can reach out to others to build a stronger, more diverse global constituency for human rights.

AI will:

- Work with & for individuals to protect their freedom to act for human rights;
- Invest in developing the human rights movement particularly in the Global South & emerging economies;
- Use its activists & partners to reach out to other civil society movements;
- Use HRE & human rights training, awareness & legal empowerment to expand the global constituency for human rights.

Signs of success

- The human rights movement is made up of people from a variety of disciplines, regions, cultures & socio-economic classes.
- HRDs & social activists are recognized as legitimate voices for social change worldwide.
- A strong & diverse community of HRDs & organizations exists in strategically important countries
- AI's members are a diverse body of individuals drawn from all parts of the world & all sectors of society & fully integrated in the human rights movement in the Global South & North.



Being a partner of choice

(Partnership perspective: P2)

Focus

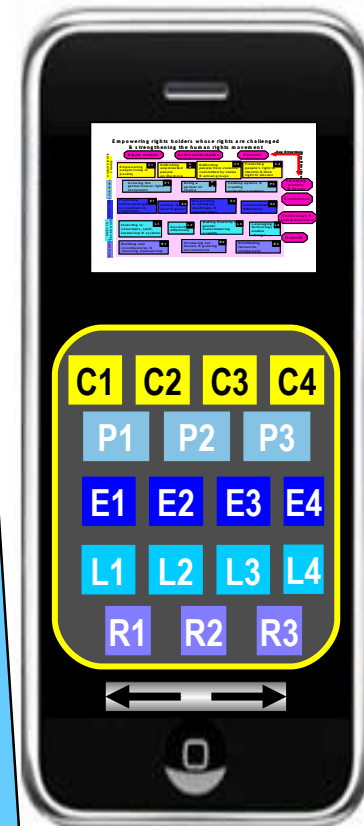
The interconnectedness of issues, focus & functions, calls for partnerships across divides & disciplines. Only through partnerships can resources & expertise be leveraged effectively.

AI will:

- Build mutually beneficial, results oriented relationships with others, aligning these to the human rights outcomes we seek;
- Engage as an equal partner with rights holders & their representatives, community & local groups, & larger national, regional & international NGOs;
- Seek constructive & effective multi-stakeholder relationships with a broad range of interlocutors, such as governments, IGOs (including the UN), & businesses to push its human rights agenda.

Signs of success

- We have a wide range of global & local partnerships offering collaborative advantage.
- We have productive partnerships in the Global South, newly emerging countries & where AI is well-established.
- Multilateral initiatives & multi-stakeholder coalitions help us promote our human rights agenda.
- Our human rights work is informed actively by input from our partners & by rights-holders directly.
- The impact of AI's work for rights-holders whose rights are challenged, is assessed & based on learning from others too.



Seeking options & creating collective solutions

(Partnership perspective: P3)

Focus

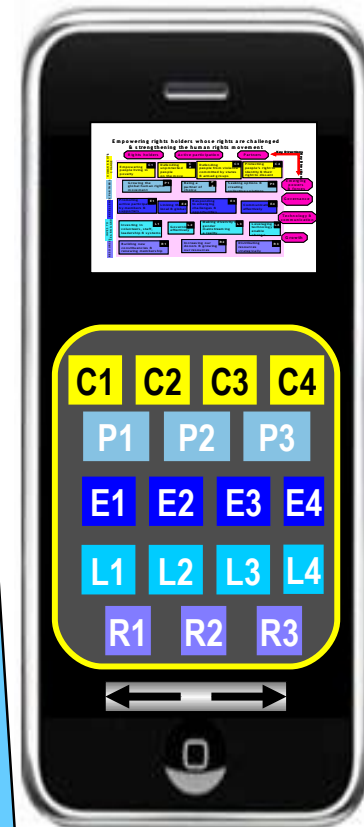
*Governments & other actors look for concrete proposals for change.
Human rights as an analytical tool is not only a means for denunciation, but can offer solutions too.*

AI will:

- Add solutions-oriented methodologies to its research, advocacy & campaigning approaches;
- Match “naming & shaming” with multi-disciplinary analysis of issues & stakeholder-engagement to better resolve human rights problems;
- Use its competencies as a global & local movement to pursue change through multi-dimensional & multi-layered approaches;
- Assess the impact of its human rights strategies & tactics.

Signs of success

- Greater account is taken of the context of human rights problems & the views of those whose rights are affected.
- Our research is based on authoritative analysis & offers substantive solutions, whilst maintaining our role as non-partisan actor.
- We take a strong results-oriented, participatory approach to our work.
- Rights-holders whose rights are challenged, partners & human rights activists find our campaigning & advocacy are effective tools for change.



Promoting active participation by members & supporters

(Excellence perspective: E1)

Focus

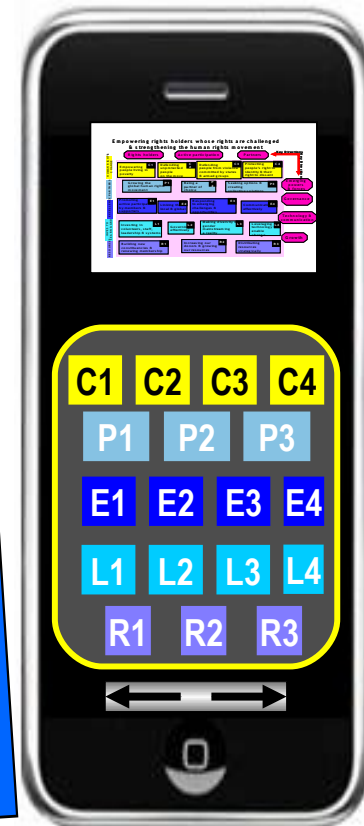
For AI to deliver human rights change for & with rights holders, AI's members & supporters must be engaged & inspired. Over the life of their association with AI, this contribution must be encouraged & valued in its diverse (including financial) forms.

AI will:

- Invest in its membership, orienting them externally, engaging them with partners, rights holders & other interlocutors, & aligning their activism to AI's human rights priorities;
- Value diverse forms of contribution & expand these further;
- Broaden the scope & possibilities for the participation of our members & supporters in our work.

Signs of success

- Increased participation by members & supporters in human rights activism & with partners.
- AI is approachable, accessible, welcoming & open to diversity.
- AI has broadened & reframed its definition of membership to be more inclusive & responsive.
- AI values diverse forms of contribution & expands this to a wider constituency.



Linking the local & the global

Focus

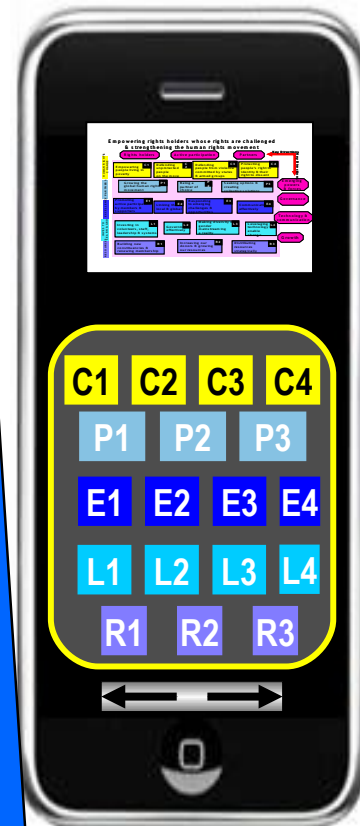
As a global human rights organization with local membership, AI can bring about change simultaneously at international, national & personal levels. Synergy between global campaigning & local activism can be very powerful if aligned effectively. However, AI's local presence needs to be broadened to enhance its ability to mobilize public opinion effectively around the world.

AI will:

- Build strategic partnerships between its members & others in the Global South human rights community;
- Invest creatively to build local presence & activism to support AI's work locally & globally;
- Align its local actions to global objectives to create a powerful leverage for human rights change.

Signs of success

- Global campaigns, research & action are generating new & exciting forms of local activism & presence.
- Cross border networks of activists from diverse regions of the world are working together to bring about change at global & local levels.
- Local activism has been strengthened through partnerships between AI activists in the global North & counterparts / partners in the global South.



Responding to emerging challenges & opportunities

(Excellence perspective: E3)

Focus

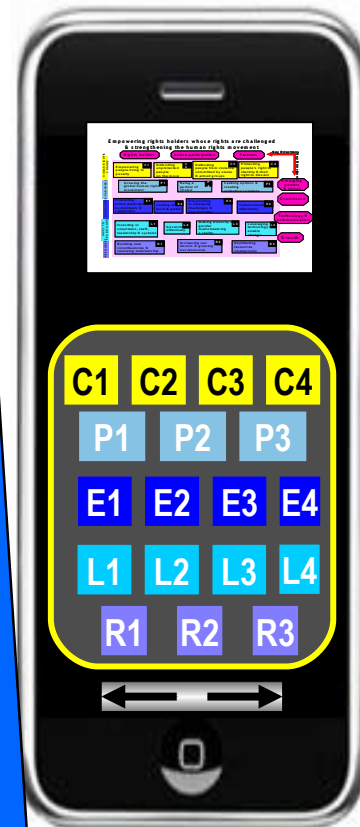
Climate change, geopolitical shifts, economic changes, technological & scientific progress, as well as conflict & social upheaval, are bringing unpredictable consequences & yet unexpected opportunities for human rights. The emergence of new global actors like India, China, Russia & others adds a further dimension to our global human rights agenda.

AI will:

- Further develop & maintain a strategic capacity to scan the world & analyse emerging threats & opportunities;
- Respond effectively & rapidly to critical emerging issues, drawing on support from the entire movement & its partners, & adjusting its plans, priorities & resources accordingly;
- Lead the human rights community proactively & strategically to address global issues & actors.

Signs of success

- Human rights are incorporated in responses to global political, economic, social & environmental issues, including humanitarian disasters & armed conflict, economic globalization & in developments in climate management & in science & technology.
- AI is engaging new global powers to find solutions to human rights problems.
- AI is leading the civil society debate on a human rights response to emerging challenges & opportunities in a timely, effective & strategic manner.



Communicating clearly

(Excellence perspective: E4)

Focus

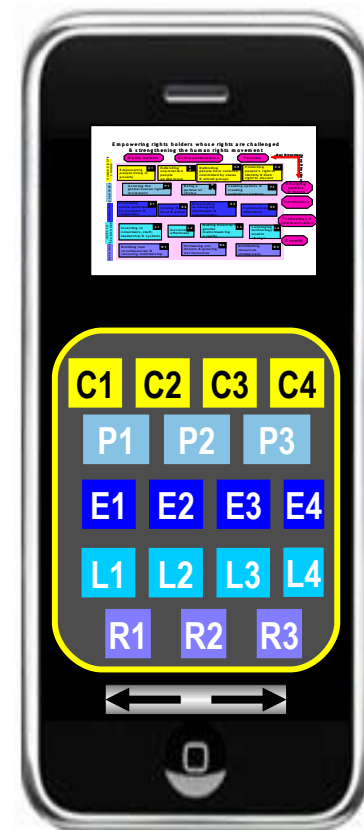
AI's ability to communicate, persuade & rouse people to action is critical so we must convey who we are & what we stand for clearly to rights-holders whose rights are challenged, to our partners & to our members & supporters.

AI will:

- Communicate a compelling vision & engaging invitation to activism to diverse & multi-lingual audiences;
- Harness innovative communications technology to deliver our messages
- Ensure the messages & voices of rights holders & local partners are heard;
- Use our 50th anniversary as a platform to communicate with a new generation of human rights activists.

Signs of success

- AI has high public profile, being regarded as a credible, relevant & compelling advocate of human rights.
- AI's identity is as a movement of human rights activists that works with right-holders & other activists.
- AI's communications measurably contribute to human rights change.
- AI's human rights concerns are communicated promptly, in a strategic range of media & languages.
- AI has broadened its audience, particularly among young people.



Investing in volunteers, staff, leadership & systems

(Invest to Learn & Grow perspective: L1)

Focus

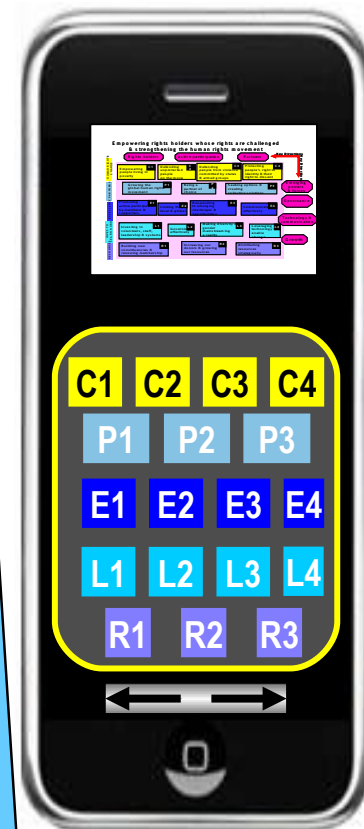
Realisation of human rights depends most of all on people - yet AI's members, volunteers & staff often work in "silos of interest" rather than for AI as-a-whole. Yet, global challenges are calling on AI to develop its staff's & volunteers' skills, knowledge & competency into a stronger basis for delivery of its priorities.

AI will:

- Invest in training & capacity building of its members, leaders, volunteers & staff to work across boundaries of geography, interest & functional responsibilities;
- Invest in policies, systems & procedures to create an organizational culture & commitment to working in the interests of One Amnesty.

Signs of success

- Competencies, people, systems & structures are aligned with our strategic priorities.
- The movement-wide organizational culture promotes excellence in its leaders, staff & volunteers.
- Our people are strongly committed to collegiality, cooperation, respect & accountability to each other & to partners, seeking local solutions where relevant & whole-of-AI solutions where essential.
- Systems & processes are in place to support global working, including the creation & support of a mobile, adaptable & performance-oriented workforce across the movement.



Governing effectively

(Invest to Learn & Grow perspective: L2)

Focus

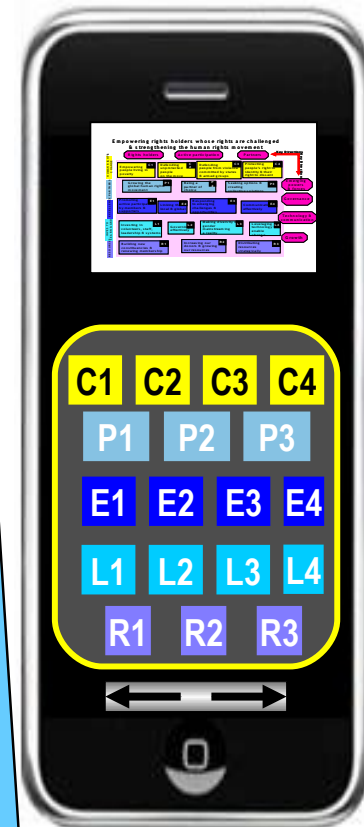
AI is a movement of committed human rights activists, both volunteers & staff, who work with partners & supporters at local, national & international levels. The challenge is to lead AI to be an inclusive, relevant & responsive global movement.

AI will:

- Enhance accountability to, & include in its decision-making, both internal & external stakeholders, particularly rights-holders & partners;
- Ensure AI's governance bodies & office bearers provide principled & competency based leadership & have the required capacity, authority, support & skills;
- Ensure effective monitoring & evaluation of activities against approved plans; implementing agreed consequences where there is lack of delivery.

Signs of success

- AI's leaders inspire confidence & build support for AI's priorities within the broader human rights movement & AI.
- AI's boards are responsible, & accountable for, delivering AI's priorities locally & globally.
- AI's pool of leaders today, & potential leaders tomorrow are identified, recruited, supported & mentored effectively.
- AI's leaders manage risk effectively & ensure there are consequences for lack of delivery.



Making diversity & gender mainstreaming a reality

(Invest to Learn & Grow perspective: L3)

Focus

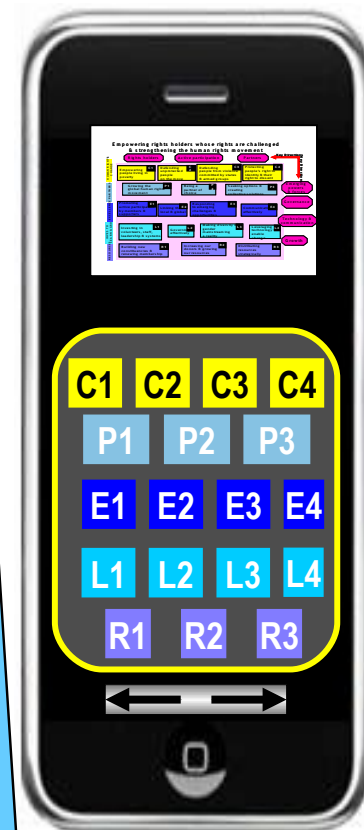
AI must be truly global in its reach, relevance, identity & perspective; manifesting the universality of human rights in the range & diversity of people with whom it engages. This is essential for our greater effectiveness.

AI will:

- Ensure attentiveness to gender & diversity in research, lobbying & campaign methodologies, growth strategies, communications & decision-making processes;
- Use focused & targeted measures to achieve & sustain genuine diversity of identity, geography & culture among its membership & staff in all parts of the movement.

Signs of success

- Membership from the Global South & under-represented groups in the Global North has increased.
- AI's members, staff & leaders reflect the diversity of the societies in which they work.
- AI is encouraging & supporting diverse contributions, perspectives & experience within AI & among external stakeholders.
- AI is supporting & sustaining activism & strong, healthy & effective partnerships in the Global South.
- AI staff, volunteers, leaders & partners are treated fairly, with dignity & respect, & without discrimination.



Leveraging technology to enable change

(Invest to Learn & Grow perspective: L4)

Focus

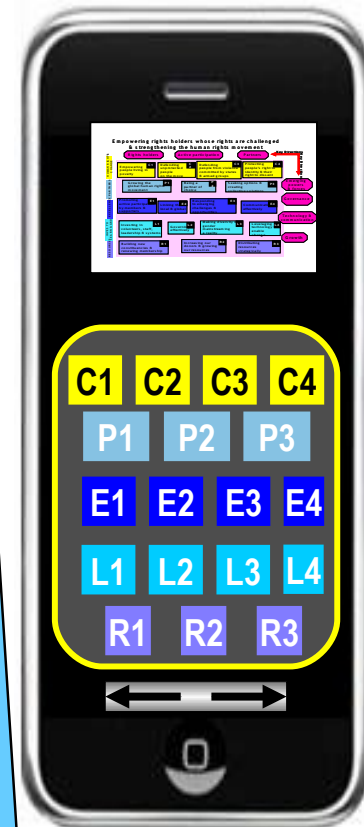
Information & communications technology is weaving a borderless network of connection & affiliation between people globally at increasing speed. AI's lifeblood is getting information to people & we must invest in technology to further our mission, support effective action & growth.

AI will:

- Better exploit the potential of technology to support its priorities & to empower & amplify the voices of rights holders;
- Invest in technology to strengthen operations as one movement, seeking efficiency gains & reducing duplication & waste;
- Ensure that information is stored, retrieved & available in forms that enable people to take effective action.

Signs of success

- Knowledge management within, between & across AI's entities & our partners has been strengthened.
- AI has created platforms for the voices of rights holders to be heard effectively.
- AI's information & communications technologies support the delivery of its strategic priorities & protect our information's integrity & security.
- AI's approach to communication & information technologies provides cost efficiencies, shared service capabilities & common infrastructure to integrate AI's operations.
- AI has reached out to a larger constituency for human rights through the building of online communities.



Building new constituencies & renewing membership

(Resources perspective: R1)

Focus

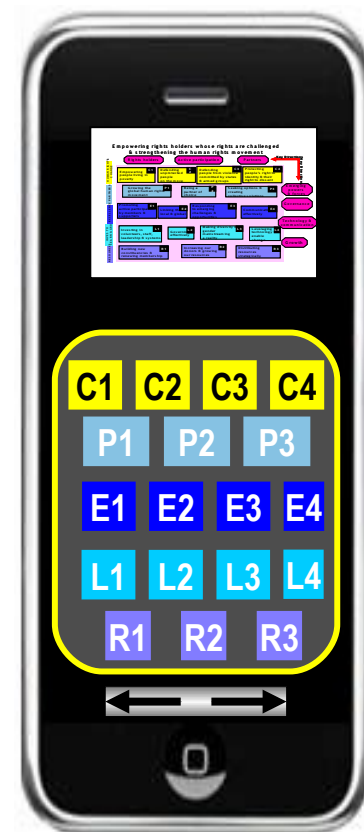
The greatest hope for human rights is that people the world over identify actively with the global human rights movement, thus we need to invest in people globally: sustaining, renewing & growing the base of support for AI & for human rights activism broadly.

AI will:

- Support the broader human rights movement to utilize tools for connecting with & inspiring others;
- Reach out to a broader range of people, actively engaging them through consultation, dialogue & exchange;
- Renew its own supporters through engagement, for e.g. with younger people, & by sustaining the participation & value of the current active generations.

Signs of success

- AI is reaching out to activists in social justice movements, for e.g. human rights activists & sympathizers in the Global South.
- AI is renewing its current members, volunteers, activities, donors & staff & ensuring they are valuing & welcoming newcomers to AI.
- AI is building a more representative & inclusive supporter base wherever it has local presence, drawing in young people & the “net generation”.
- AI is deploying innovative methods for introduction & welcome to AI, & ensuring action is better tailored to the needs & interests of new constituencies.



Increasing our donors & growing our resources

(Resources perspective: R2)

Focus

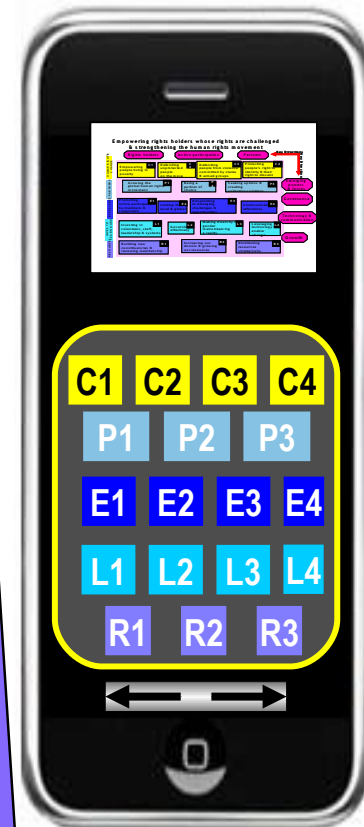
AI has grown in big but maturing “income markets” & achieved some success in newer “markets”. But this is not well aligned with our human rights & civil society agenda. Now the volatility of the global economy is presenting real challenges. Individual donations are an incomparable source of independence & financial stability & create a vital doorway into other forms of human rights activism.

AI will:

- Treat giving as valued & rewarding activism
- Renew & expand AI’s income sources, working collaboratively across AI to “think big”;
- Align campaigning & fundraising messages, develop quality relationships with donors & improve supporter retention & commitment;
- Set, monitor and report against achievable but challenging growth targets, globally & locally.

Signs of success

- AI is meeting its income & supporters growth targets.
- Giving to AI is a fully valued activist form.
- AI is investing in places where AI is not strongly present locally (e.g. India & Brazil).
- AI is winning increased support per capita in its traditional & newer “fundraising markets”.
- AI’s rates of “return on investment” in fundraising are equal to best practice.
- AI is managing the risks it faces globally, locally & successfully.



Distributing our resources strategically

(Resources perspective: R3)

Focus

If we align resources with strategy, our results will be more coherent with our aspirations. Investment, distribution, management, governance of & accountability for financial resources must be the servants of our strategy. If AI is to enhance its human rights delivery it must ensure its resources flow to its priorities & are not locked down by the happenstance of where they were raised.

AI will:

- Distribute resources to its global & local priorities;
- Increase investment in the Global South;
- Root its financial decision-making in sound analysis & supporting integration of activity & financial decisions, globally, strategically & rationally;
- Provide, publically, accurately & comprehensively, a global account of what money it receives, how it spends that income & the outcomes & impact it delivers.

Signs of success

- Income is understood to belong to AI as a whole.
- AI's resources support its priorities & AI's presence in the Global South is increasing.
- Financial decision-making is reducing unhealthy competition & enhancing trust & wherever
 - possible is undertaken locally
 - essential, is taken by & for the movement as one movement
 - necessary is centralized.
- AI's volunteer & paid financial leadership roles are grounded in professional & technical competencies.
- AI is at the forefront in the not-for-profit sector re: public transparency, reporting & accountability for resources & human rights outcomes.

