AMNESTY INTERNATIONAL

THE NEXT ISP 2010 - 2016: CONSULTATION PACK TWO

Amnesty International members only

AI Index: POL 50/011/2008
To: All sections and structures
From: The ISP Committee
Date: September 2008

Summary

This Consultation Pack is issued to all sections/structures. It is the second pack to be circulated in preparation of Amnesty International's next Integrated Strategic Plan (ISP) for the period 2010 to 2016.

The deadline for your initial response is 7th November 2008.

Distribution

This document is sent to all sections and structures.

Recommended Actions

This document sets out information on process for development of AI's next ISP and asks for feedback on the ideas presented here by 7 November October 2008.

Please bring this Pack to the attention of the chair, board members and director of your section/structure, and to those who are interested in contributing to the development of AI's next ISP.

AMNESTY INTERNATIONAL

Dear friends

I am very pleased to forward to you the second of the Integrated Strategic Plan (ISP) consultation packs.

Our progress to date

This second phase builds on the impressive progress we have all made since the circulation of the first of the ISP consultation packs: "The World We See", in April this year.

- Sections have initiated in-depth consultations, including with external partners, and sent us the results of this first round of discussions.
- The web-based survey we launched in May to solicit inputs from a broad range of people from inside and outside AI has achieved a high response rate across a number of languages including Chinese and Russian.
- The interactive ISP Consultation space at https://intranet.amnesty.org/wiki/display/ISPCON/Home provides information on the ISP development process including all the feedback from sections.
- The IEC itself dedicated half a day of its July meeting to consider the issues related to the possible content and farming of the next ISP.

And, the ISP Committee itself has been working hard. Using inputs form sections and the outcomes of focused discussion groups on AI's Vision, Mission, Values and Competencies; it has built the basis of a first draft of the new ISP[1] which we present here.

However, we still have a lot of work ahead of us. The ISP Committee will continue to work on the drafting of the next ISP, taking into account your feedback and under the direction of the IEC. Early in November we expect to have received extensive feedback from the movement in response to this second Consultation Pack. We will use this feedback to develop another draft of the Plan to go to the IEC for its approval at its December meeting. In January, a next draft ISP will be issued to the movement as a 2009 ICM circular.

Sections will be encouraged to consult widely on that draft of the ISP and to continue to feedback their reactions and suggestions so that these can be considered as the IEC finalizes the version of the draft ISP to considered in August at the 2009 ICM.

The ICM-approved version of AI's next Integrated Strategic Plan will then be circulated to the movement and preparations will begin immediately for its implementation as of April 2010.

Fitting it all together

As you know there are a number of other critical processes underway during this cycle. The drafting of the next ISP gives the movement a rare opportunity to bring together a number of issues so that these are aligned to support the implementation of the ISP. These include:

- **Strengthening AI's Democracy**

  The *International Committee for Strengthening Democracy* (ICSD) has been appointed by the IEC to develop proposals for the future of structuring of AI's approach to democracy and thus governance too. The ISP Committee and the ICSD will continue to work closely together as the draft ISP is finalized.

- **Moving from Assessment to Distribution**

  The next ISP must integrate the movement's resources with its planned activities more effectively than it has in the past. The IEC has established a Taskforce to advise on the new ISP's financial strategy and to take forward the ICM decision to shift from the current

[1] You can read more on the outcomes of that meeting in our second update (POL 50/009/2008).

(income) *Assessment* system to a new *Distribution* system. To ensure its work prepares the way for more effective implementation of the ISP the Taskforce reports to the ISP Committee.

- **Reviewing AI's Operations**

Is AI "fit for purpose?" was the first tough question that the ISP Committee asked as it began to review the human rights challenges ahead and on this basis the Committee recommended that the Secretary General initiate a review of AI's operations, which is now well underway. Its findings – where relevant to our work as the ISP committee, will be considered as we prepare subsequent drafts.

The ISP Committee recognizes that these different processes are focusing on critical issues and we know that each will deliver recommendations, information and advice that will be critical to the formulation of the next ISP. For this reason, as noted above, we will expect that a further draft of the ISP should be prepared in the months leading up to the ICM.

However, our very first draft is presented here and now for your initial review. The draft forms the heart of this consultation pack which is made up of two main sections and substantive appendices:

- ***Part One*** sets out our analysis of the world we see ahead. This thinking, which builds on inputs from a number of sources including sections' inputs, provides the rationale for the draft ISP that we then set out in Part Two.
- ***Part Two*** sets out our initial thinking on each of the core elements of the next ISP. We first pay attention to AI's vision and mission and then set out, as an initial draft ISP, what we believe these mean for AI as it takes action over the coming decades.
- In ***Appendix One*** you will find an explanation of the tool we used to develop the draft strategy; in ***Appendix Two*** we have set out ***toolkit*** that you can use to review the draft ISP and also to start considering what this might mean in your national context.
- In **Appendix *Three*** we provide some further detail on our progress, next steps and on how the other AI processes are feeding into the ISP's development.

We hope you will find the Consultation Pack useful, interesting and challenging. We are very keen to have your feedback and encourage you once more to engage with your non-AI partners as you form your views. Please do contact the ISP manager Dirk Steen (d.steen@amnesty.nl) with any questions you about the Pack' or if you need any assistance to make your consultation process a successful one.

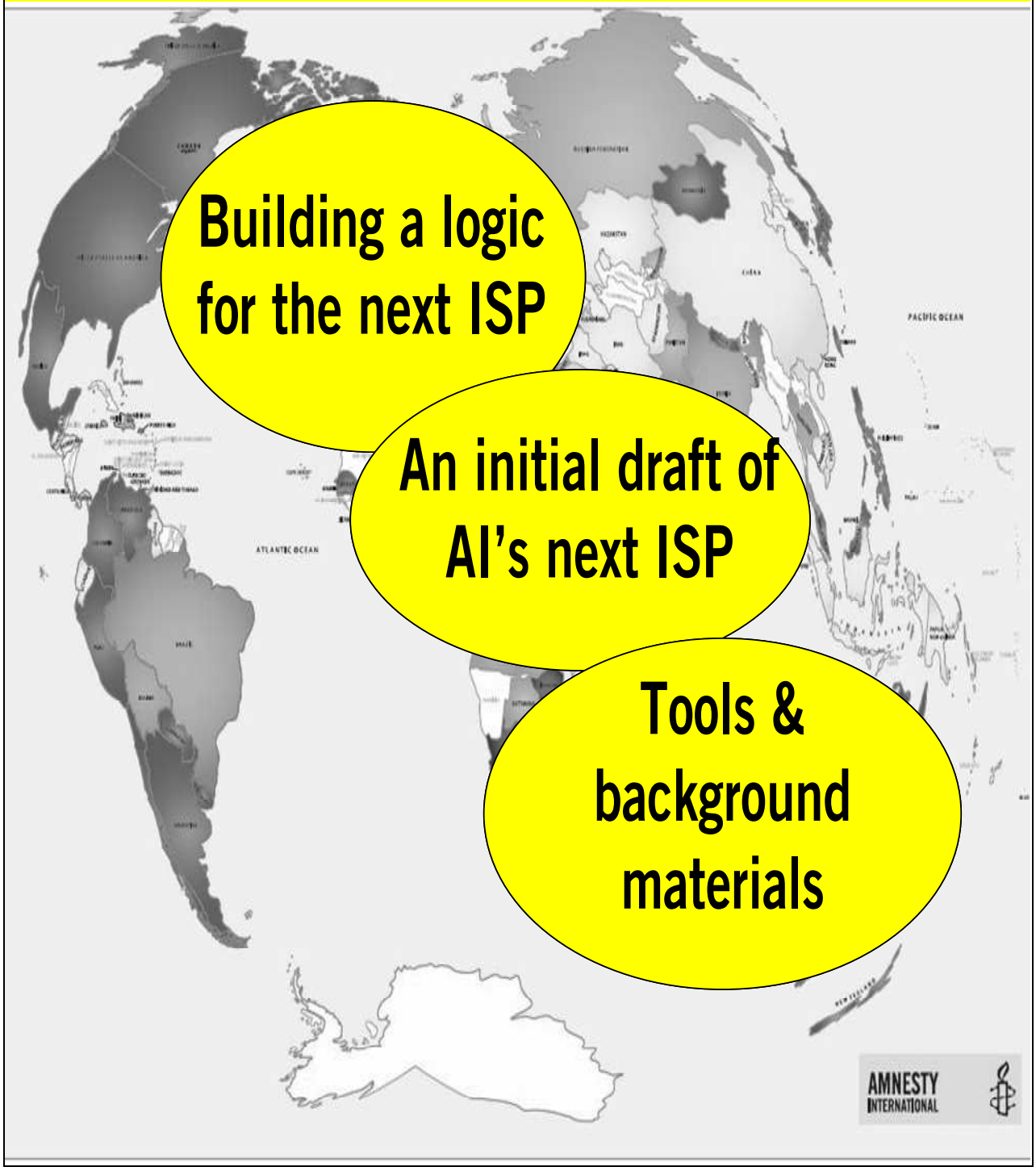
Thank you very much for your hard work that will help us design a great plan!

On behalf of the ISP Committee,

Paul Hoffman,
Chair

- AI in the World -

Building AI's next Integrated Strategic Plan



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Amnesty International in the World

Introduction

Welcome to the second of the Consultation Packs focusing on development of Amnesty International's next Integrated Strategic Plan (ISP) for the period 2010 to 2016. Here you will find:

In Part One: The logic underpinning the design of the first draft of the next ISP

An analysis of the logic that the ISP Committee believes should underpin the formulation of the next ISP, based on our analysis of external trends and of AI's organizational strengths and weaknesses. This analysis builds on the input provided by the movement in response to Consultation Pack One (the World We See) and draws on a range of other sources (such as for example, various ICMs' circulars and discussions of AI's own challenges).

In Part Two: A very early draft of the next ISP

A (very early) first draft of the next ISP. To ensure our work is at the strategic level, we have set this first draft out in the form of a strategy map, placing the emphasis on strategy. We urge you to "test" this version of the Strategy for yourself.

In Appendix One: An explanation of the tool we used

This is a short background paper explaining the strategy map tool that the ISP Committee has used to design a first draft of the ISP.

In Appendix Two: A toolkit for you to use when running workshops or discussion about the draft ISP

A toolkit setting out a step by step approach to working with the strategy map in your section - enabling you not only to give feedback to the Committee, but also to start translating the proposed directions of the ISP to your national context.

In Appendix Three: More detail on the process and context for this drafting work

- An update on our progress in the ISP development process thus far
- An overview of next steps
- An explanation of other AI processes (e.g. strengthening democracy; "assessment to distribution") that are feeding into the ISP's development

Part Two *is the heart of the Pack, containing our first substantive proposals. However, we recommend that you read Part One carefully too so that you can consider the draft ISP's underpinning logic. We also recommend that you review the appended toolkit which sets out the strategy mapping process. The ISP Committee having used this strategy mapping approach, found it to be a very effective tool, not only in terms of the output it can deliver, but also because of it provides a method for active engagement in the Plan's design.*

PART ONE: Building a logic for the next ISP

To establish a clear land strong logic on which to base the next ISP, the ISP Committee analyzed: critical data from a number of sources and submissions from across the movement and external stakeholders in reaction to Consultation Pack One.

Our resulting logic has three parts:

- **Our understanding of "the world we see"** through which we identify the key challenges that lie ahead
- **Our analysis of AI's (internal) world based** on our assessment of AI's successes and failings and through which we have sought to identify the organizational gaps that AI must bridge to achieve human rights change it wants.
- **Identification of key drivers** for the strategic choices that will form the basis of AI's next Integrated Strategic Plan.

1.1 The (external) World We See

A world in flux

We see ahead of us a world in flux. Global political, economic and social upheaval is evident, posing numerous human rights challenges.

Conflict, climate & crises

The threats of climate change and terrorism will continue to shape our world in the coming years and will both generate, as well as deepen, human rights concerns. The impact of climate change will be felt unequally, raising new challenges to equity and justice. The race for natural resources will ignite new conflicts, threaten livelihoods and uproot more people. Troubled by the negative impacts of globalization and frustrated by governments' failure to respond to problems of corruption, poverty and environmental degradation, political tensions will deepen and popular protests will rise. The preoccupation with security and terrorism will lead governments to further restrict human rights. State repression, particularly restrictions on the right to protest, will deepen. Public support for such measures in the face of rising violence will make the task of human rights advocates more difficult.

Sovereignty is shifting

State sovereignty is shifting as the market strengthens as a dominant force. On one hand, governments and global/regional institutions find themselves weaker and less effective, even as global problems, like climate change, deepen, demanding more concerted international action.

Markets not only states

Newly global actors

On the other hand, new global actors are emerging from among the community of states and non-state entities. China, India and Russia will seek to push their influence beyond their borders, building economic and political alliances that challenge alignments of the past. The influence of big business will continue to expand; the impact of their actions spreading with greater speed and consequence across regions.

In this world of shifting power, alliances and influences, finding effective ways of dealing with international crises, of responding to deepening poverty and of achieving corporate and state accountability will be a major challenge.

Accountability

Partnering for solutions

Existing international systems and standards, and in particular the international human rights machinery, will come under pressure but it will not be enough simply to resist these trends. The shifting policy discourse, with its emphasis on, for example, public-private

partnerships, will demand from the human rights community not only a defence and elaboration of international legal instruments but, critically, a deeper understanding of politics, economics and the environment, and a willingness to engage in partnership with others to find solutions.

People on the move

The mass movement of people, through migration, displacement and involuntary resettlement is a feature of our times: it will persist in the future. But as people traverse borders and communities, tolerance will be challenged and the vulnerable will be threatened and exploited.

Discrimination

Discrimination and lack of respect for diversity and difference will marginalize and exclude many. In some countries changing demographics will increase human rights problems for the old and the young; in many others, gender and other long-standing forms of identity-based based discrimination will continue to put the full enjoyment of human rights beyond the reach of millions. Identity politics will flourish along with tensions between the secular and the religious. Human rights advocates will need to give as much attention to social diversity as to social inclusion.

Those with the very least – people living in poverty - will endure the worst forms of deprivation and marginalization. Rapid urbanization will bring problems of poverty, crime, spread of disease and discrimination, but also create new opportunities for social interaction and mobilization.

Technological challenges & opportunities

The rise and spread of global communications are opening up frontiers not yet fully understood or fully explored from a human rights perspective. Digital opportunities will create new possibilities for social networking, engagement and activism, but the digital divide will widen political, social and economic inequalities. Technological progress will bring both promise and peril, enhancing freedom of information, expression, assembly and dissent for many but also creating new possibilities for suppressing those very freedoms and threatening the right to privacy. The progress of biological sciences, biotechnology and biomedicine will expand opportunities but create profound challenges for equity and ethics.

Changes in civil society

As our global village shrinks, civil society will form new social networks and mobilize people on common issues across borders. Communities and individuals will demand greater voice and accountability. Conversely, others will also demand greater accountability from civil society. New forms of social engagement will replace longstanding forms of organizing. New trends in philanthropy will change the causes that people support and the ways in which they donate to causes.

Human rights as strategy for empowerment, not only tool for protection

The language and concepts of human rights will be challenged by competing causes and contested by other value systems. Simultaneously, human rights' universal values will inspire new constituencies. However, human rights will find much to learn, as well as share, with other disciplines. New partnerships and alliances will emerge, re-energizing the struggle for justice and freedom for all. Human rights will be seen increasingly not just as a tool to protect people, but also as the strategy to empower and inspire them to change their own lives. Both global responses and local engagement will be needed to defend and promote human rights effectively.

These trends open up new horizons and present new opportunities for human rights as people look beyond governments for leadership and beyond their own borders for hope, dignity and for justice.

1.2 The (internal) World of AI

AI's successes and failures, strengths and weakness can be assessed by drawing on lessons learnt from the current ISP and analysing AI's competencies and core attributes. Although the current Integrated Strategic Plan (Globalizing Justice) will not be completed until 2010, our review[2] of progress to date identifies some immediate lessons with implications for our work ahead.

The current ISP's human rights goals	AI's progress to date:

1. Build mutual respect & fight discrimination
2. Demand justice & combat impunity
3. Uphold the physical & mental integrity of all people
4. Defend the rights of people in armed conflict
5. Promote & protect the rights of uprooted people
6. Champion the rights of women & girls
7. Advance economic, social & cultural rights
	• **Where our work has been very strong & well focused**
	  • Goal 3/Physical & mental integrity
	  • The Death Penalty
	  • Torture in context of the War on Terror
	  • Goal 4/Armed Conflict
	  • Control Arms campaign
	  • Crisis Response
	  • Goal 6/Women's human rights
	  • SVAW campaign
	• **Where our work has been *very strong but not well focused***
	  • Goal 2/Justice & Impunity
	• **Where, over the course of the ISP, our work has got *stronger & more focused***
	  • Human Rights Defenders (across Goals 1/Discrimination
	  • 3/Integrity, 4/Armed Conflict, 6/Women
	  • Goal 5/Refugees & Migrants
	  • Goal 7/ESC rights
	• **Where we have done *too little work & it has not been well focused***
	  • Discrimination
	  • Trafficking
	  • UN reform
	  • Litigation
	  • Economic relations
	  • Regional institutions

Figure 1: What has worked well and what has not in the current ISP's human rights goals

More relevant and responsive

The data show that under the current ISP, AI's research has become more relevant and responsive, and AI's campaigns, where well adapted to local environments or responding to human rights crises, are more exciting and effective.

Coherence, focus shared priorities and partnership

Our human rights impact has been strongest in those areas and instances where resources – of sections/structures as well as the International Secretariat – have been devoted movement-wide in a coherent, timely and focussed manner, such as crisis work, the Arms Control campaign, action on the abolition of the death penalty and, at the national/local level, the campaign to Stop Violence Against Women. Our advocacy and campaigning have benefited enormously through engagement with partners in civil society, for instance in the Campaign to Stop Violence Against Women and the Control Arms Campaign.

Coherence, focus, shared priorities and partnerships are therefore important considerations for a future Strategic Plan.

However, in the absence of a movement-wide operational planning system, it has been difficult to prioritize and coordinate work across the movement in a speedy, flexible

[2] This assessment is based on reports from the IEC, SG and sections at the 2005 and 2007 ICMs, Chairs and Directors Forums; the State of the Movement report; Aggregated Accounts; IS Operational Plan progress reports; AI impact assessment documents; reports to the IMT; organizational reports on key functions such as research, campaigns, growth; reports of the IMT; and initial findings of the AI Operations Review.

and effective manner, or to achieve the right balance between "frontier" and "familiar" work.

Some successes but many opportunities lost

AI's resources have been spread too wide and thin in traditional areas of work such as justice and accountability, reducing our overall impact, or have been inadequately deployed in new areas of work, achieving too little and too slowly on issues such as migrants' rights or economic and social rights. Emerging opportunities were missed or only inadequately addressed, for instance the relationship between climate change and human rights.

Organizational lessons under the current ISP	Implications for the new ISP
Our focus is too varied & **capacity** stretched (e.g. in campaigning)	**Strengthen prioritization**; reduce mismatch between AI's ambition & its capacity
Delivery on certain fronts was **slow & is fragmented**	Across the movement, **improve coherence**, **speed** & **flexibility** to grab opportunity
Resources are not shifting with priorities, making the move from AI's legacy areas to new work difficult	**Align & integrate** financial & human resources with AI's strategic priorities
Classical forms of activism are in decline & activism's value un-assessed	**Strengthen & align activism** to bring about human rights change
Partnerships with others open possibilities	Become the **partner of choice**
Uneven leadership of AI's change agenda	**Strengthen** competencies for change **leadership**
AI's **communication** strategy is fragmented & use of **technology** behind the curve	Develop a global approach to **communication**; invest more efficiently in **technology**
Stakeholder engagement is too internally oriented	Engage the **broader human rights constituency**
Growth is working only partially: money & people growing but mostly in "familiar" territories	Be more **inclusive** & build **new constituencies**
Evaluation & impact assessment patchy & inhibiting learning & accountability	Further invest in **evidence gathering, learning & knowledge** management

Figure 2: Organizational lessons under AI's current ISP

What is the verdict on AI's human rights impact?

The current ISP is a story of some success but also of much opportunity lost, energy dissipated, resources wasted and outcomes distorted by competing priorities.

Looking ahead, on the basis of past experience and achievements as well as future trends and opportunities, AI needs to better understand its unique strengths and competencies, as well as its organizational weaknesses.

On the **positive** side:

Understanding AI competencies

- **AI has a powerful reputation.** It is seen widely as an authoritative voice on human rights, and so influences the human rights agenda through what it chooses or refuses to do. Through the Stop Violence Against Women Campaign AI raised the profile of women's human rights. Conversely, through its neglect of economic, social and cultural rights in the past AI perpetuated a false hierarchy of human rights.

- **AI is uniquely global and local**. AI has unparalleled access to the highest corridors of power in government and international fora, while also being present at the community level, in the street, the student café or the chat-room. No other human rights organization has the ability to reach out and impact changes at national and international levels simultaneously.
- **AI fuses perspectives from different disciplines and approaches**. AI embodies within itself a very wide range of competencies, from research to campaigning, from human rights education to policy analysis. Its staff, volunteers and activists are drawn from many different disciplines and constituencies.

On the **negative** side, AI has failed to leverage its strengths optimally or address its organizational weaknesses effectively.

- **AI is ambivalent about its relationship to civil society.** Despite its high standing in the human rights movement, AI has failed to show leadership on critical human rights issues. It is weak in its accountability to human rights survivors and defenders outside the AI movement. Its partnerships with other human rights organizations have been largely opportunistic rather than strategic and substantive.
- **AI is hampered by its complex internal architecture**. It is slow in decision- making and is unable to coordinate its operations effectively, losing impact through waste, duplication, delay or failure to share resources across the movement.
- **AI is in "identity drift."** AI is unable to explain clearly what it stands for. In 2001 AI adopted a new mission and in the intervening years has diversified its research and action but in the public mind AI is still identified with abuses of physical and mental integrity. Communications are not aligned to campaigns and local messages are out of synch with global ones.
- **AI is growing but not diversifying.** One positive outcome of the current ISP has been AI's impressive growth. Unfortunately much of the growth has occurred in the West/North, widening the regional imbalance in AI. Even in countries where AI is strong, the membership does not reflect the demography or diversity of the society as a whole.

Communication trailing behind our human rights intentions

- **AI's accountability has improved but not enough.** AI has taken some steps towards creating a more comprehensive system of accountability but it is not enough to meet the mounting public pressure for greater transparency and accountability to external as well as internal stakeholders.

Is AI fit for purpose?

The potential of AI's scope and reach is undermined by the challenges of internal coordination and operational management. AI has no system, structure or tool to plan, allocate resources, coordinate and deliver operations in a coherent, consistent and effective manner, movement-wide. This hampers delivery, undermines accountability and prevents coherence when it is needed.

1.3 Identifying the drivers for the new Integrated Strategic Plan

The world we see ahead of us is a world in which human rights will be contested and the human rights movement tested. It will require AI to work with those whose rights are threatened and those who work for them, to inspire, expand and strengthen the

human rights movement as the most effective advocate for change and anti-dote against injustice and inequality.

The world we see ahead of us is a world in flux. It will demand from AI organizational changes to achieve clearer focus, greater flexibility, more rapid response and stronger coordination.

The ISP Committee believes that the strategic choices of the new ISP should be guided by the following drivers:

Working with others and changing ourselves

- Promote the "emancipatory" as well as the "protective" power of human rights, by engaging and working in **partnership with rights holders and defenders** to bring about human rights change.
- Pursue the indivisibility and universality of human rights through an agenda that strategically mixes issues to provide **continuity, consolidation and change**.
- "**Globalize**" as well as "**localize**" human rights, balancing local relevance and activism with global priorities and action.
- Invest in coordinated planning, delivery and **impact assessment of operations movement-wide,** and **align resources** to priorities accordingly.

#####

PART TWO: A possible strategy map for AI 2010 to 2016

2.1 Introduction

The ISP Committee's primary aim is to deliver an ISP that:

- **Is truly strategic and sets the key directions for the movement:**

The ISP should not describe a long list of objectives nor create an account of everything that AI ought to do over the next six years. Its purpose should be to set the key direction and priorities to guide AI's operational choices. The latter will be made through processes that are better suited to take account of the opportunities, capacity and resources available to AI over a shorter time frame than the six-year life span of the ISP.

- **Integrates effectively AI's vision, mission and human rights goals with its organizational strategies:**

AI's organizational strategies should be driven by its human rights agenda which in turn must reflect AI's vision, mission and values. The lessons learnt from the current ISP indicate that the movement needs to pay more attention to making changes in AI's internal world (in other words, to internal organizational changes) if it is to be more effective in changing the human rights world.

- **Can be communicated simply and succinctly to all stakeholders within and outside the movement**.

The ISP Committee has used a specific tool or technique called a "Strategy Map" to aid its own thinking. Using this methodology it is possible to present AI's next ISP as a simple pocket-sized chart rather than a long and complex document. (More details on the strategy map and how to use that methodology are provided in appendices to Toolkit 2).

2.2 Framing the ISP

The ISP Committee has identified three dimensions that it believes should frame the new Plan. They are:

- An overarching **driver** (or key principle setting the direction) of the ISP,
- A refreshed statement of **AI's vision, mission, values and competencies** within which to situate the new Plan and
- A set of **"strategic perspectives"** from which to develop the key elements of the ISP.

2.2.1 An overarching driver for the new ISP

The analysis presented in Part Two shows a world in which human rights will be strongly contested and the human rights movement severely tested from many different sides and in many different ways. The ISP Committee is convinced that f AI is to bring about meaningful human rights change, the organization must situate itself firmly within the human rights movement, engage proactively with those rights are threatened ("rights holders") and work in partnership with others.

AI must give new meaning to human rights, not only as a means of protecting people but as strategy for empowering them. It must give new meaning to its own core value of the agency of the individual.

AI must accept partnerships with others as a key organizational strategy. It is clear that the need and demand for effective defence and promotion of human rights will continue to far outstrip AI's own capacity. Enlisting the solidarity, talent and energy of millions more is imperative if AI is to bring about change on a global scale.

However, the issue of engagement and partnership with others should not be only an issue of capacity – it should be a matter of conviction, conviction that the single, clearest driver for AI's work in the next ISP must be ***the empowerment of rights holders and the strengthening of the broader human rights movement globally.***

AI's driving purpose and its primary and consistent concern across all that it does in the next ISP - whatever it decides to do – must be just this: to ensure the participation of and accountability to rights holders, and the sustainability of the human rights movement globally.

This statement of core purpose is proposed as the overarching driver for the new ISP As relevant to AI's organizational agenda as to its human rights agenda, and the key measure against which AI's work ultimately would be assessed.

2.2.2 Refreshing AI's vision, mission, values & competencies

The empowerment of rights holders and the strengthening of the global human rights movement are not alien or new concepts to the AI movement or its membership. On the contrary, if they emerge as the key driver for the new ISP, they do so, at least in part as a natural consequence of the evolution in AI's vision and mission to promote and uphold the indivisibility and universality of human rights since 2001.

Although AI has amended its mission statement in the Statute twice since 2001, the language reflects the perspective of rights, rather than rights holders or partners in the human rights movement. Yet AI's work in the current ISP has moved to embrace new engagement strategies and partnership models, for instance in the context of the Stop Violence Against Women campaign, the Control Arms Campaign and will go even further in the Dignity Campaign. Yet, there has been no clear acknowledgement of this shift "from adoption to agency" in AI's Statute.

An unequivocal statement about whom we work for and with whom we work will give clarity and coherence to the new ISP. If these things are compellingly communicated internally and externally, the ISP Committee believes that the prospects for confidence in and clarity about the new ISP will be significantly improved.

The ISP Committee believes the new ISP should begin by providing a refreshed and renewed understanding of AI's vision, mission, core values and core competencies so that they convey a compelling story about what AI stands for, for whom it works and what it does. The intention is not to change or expand the current vision and mission statement but would to represent it in clearer terms from the perspective of those for and with whom we work.

The ISP Committee believes that

- AI's **vision statement** should be a source of inspiration. It should provide clear and compelling account of the world as we wish it to be.

- AI's **mission statement** should make clear who our key stakeholders are, the critical functions we perform and the critical processes we utilize to achieve excellence in what we do.
- Our **core values** should reflect what we stand for, how we treat those whose lives we effect and with whom we come into contact and how we wish to operate as a movement.
- Our **core competencies** should explain the capabilities (knowledge, skills and capacity) that are critical to our effectiveness.

Figures 6 to 9 show current AI text for each of these components, highlighted in yellow. To the right of the highlighted text, is the ISP's Committee's proposal. A brief rationale for the proposed new wording is provided below each.

2.2.2.1 AI's Vision

AI's *Vision* is of ...

- A world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments.

- A world where there is hope, dignity, equality and justice for all individuals

Figure 2.1: AI's current vision statement and a proposed alternative

Legal instruments are a major focus of AI's current vision statement. The ISP Committee believes that human rights law, including the Universal Declaration of Human Rights, are means and not ends. Moving forward, the ISP Committee believes the dignity of the person - the rights-holding individual – should be at the centre of AI's vision, while human rights should be the means by which AI achieves its vision. In other words, respect for human rights (and their legal expression) belongs in AI's mission, not vision.

2.2.2.2 AI's Mission

The Statute's current text focuses our mission on gravity of abuse and on activities (research and action). The critical change in the proposed text below is acknowledgement of AI's commitment to working with rights holders and the human rights movement, and explicit recognition of legal instruments as tools for carrying out our mission.

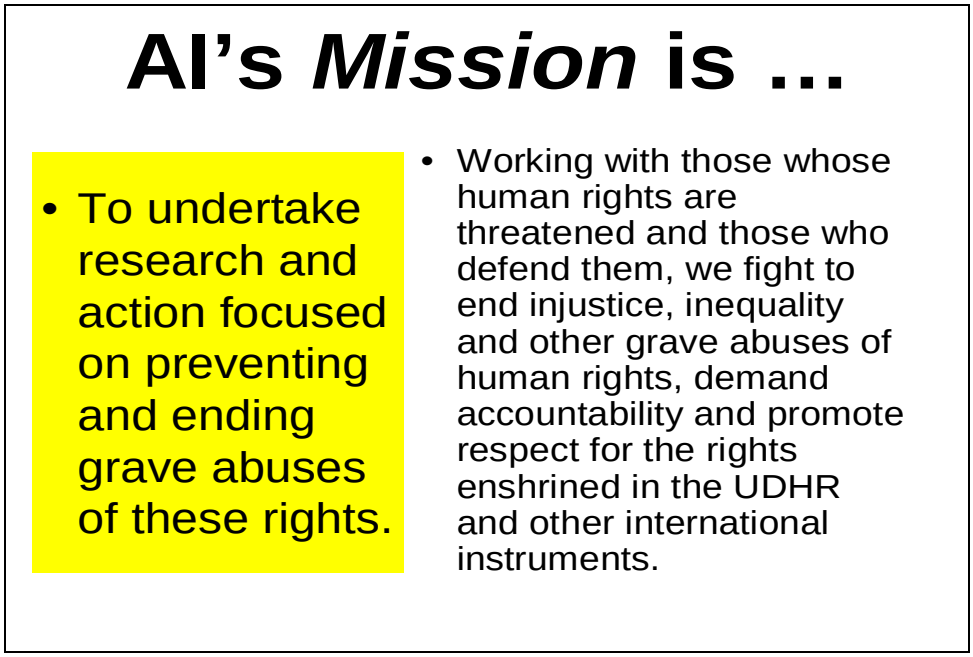

Figure 2.2: AI's current mission statement and a proposed alternative

While grave abuse of human rights remains the boundary of our mission, its scope is made more explicit through reference to injustice and inequality.

2.2.2.3 AI's Core Values

The core values of an organization define its distinct character, culture and style. The current statement of AI's core values confuses mission-type issues ("universality and indivisibility of human rights") with operational principles ("global coverage") and internal processes ("democracy").

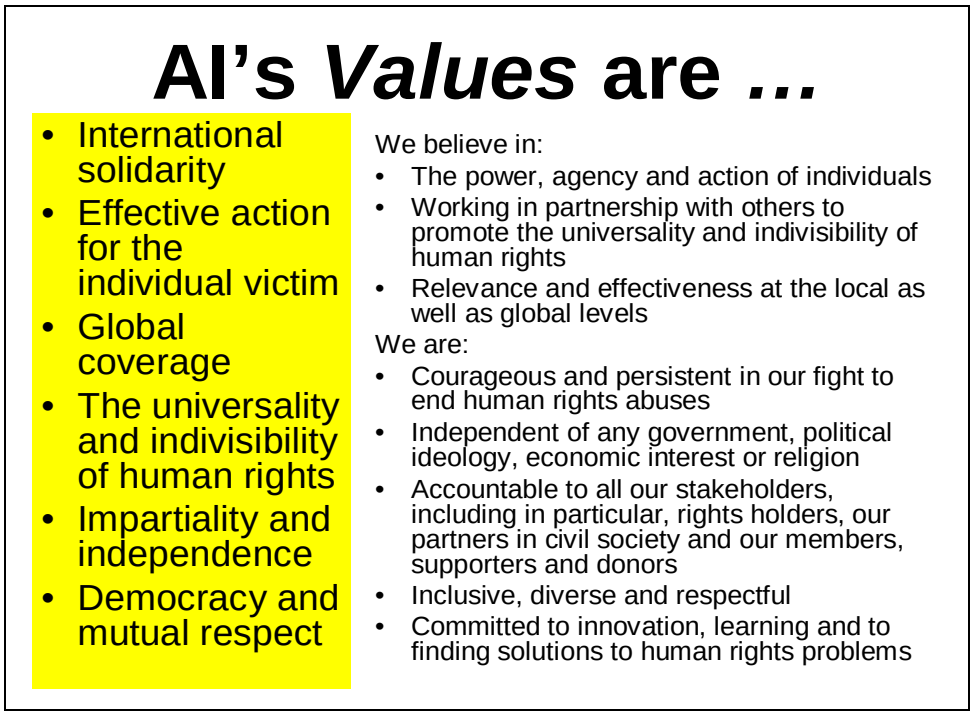

Figure 2.3: AI's current statement of core values and a proposed alternative

The ISP Committee believes that AI should renew its values to convey clearly its distinct and contemporary characteristics as a vibrant, responsible member of the human rights community. It therefore makes explicit AI's belief in the power of the individual. It adds "accountability" - which is essential for AI's integrity internally and externally, whilst deleting "democracy", which, in the ISP Committee's views, is more appropriately a characteristic of the internal system of governance rather than an organization-wide value. International solidarity is no longer stated as such but is reflected in the mission statement ("working with those whose rights are threatened and with those who defend them") and also acknowledged in a more action-oriented manner in the phrase "working in partnership with others". Impartiality has been deleted as it is inconsistent with the mission (and the ISP's key driver) of working with rights holders and the human rights movement, and the principle of independence is clarified.

2.2.2.4 AI's Core Competencies

The description of AI's areas of expertise in the Statute currently is detailed, descriptive and arguably out-dated. AI has developed and refocused a myriad of skills and approaches that it exercises in defence and promotion of human rights. The ISP Committee challenges us to be more succinct, focused and purposeful about the expertise we commit to having, building and offering to the world.

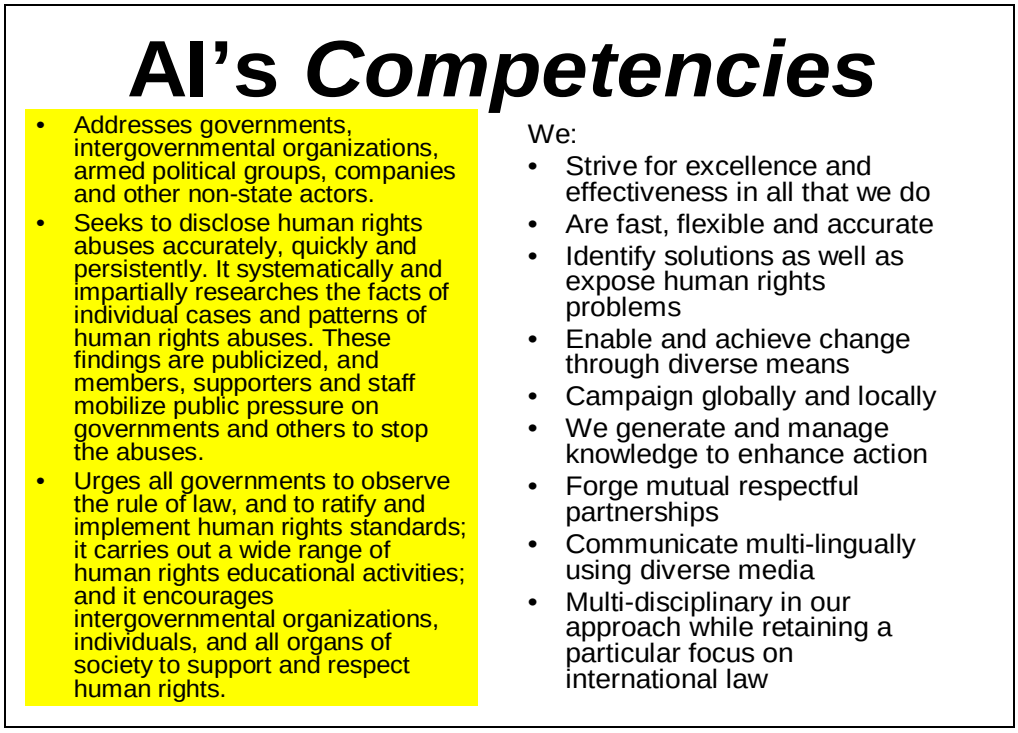

Figure 2.4: AI's current statement of competencies and an alternative

2.2.3 Identifying our strategic perspectives

The third element in the framing of the ISP is the identification of the "perspectives" or lens through which the ISP's goals must be identified. The ISP Committee recommends five key perspectives through which to frame the ISP's goals.

These are the perspectives of:

- **Rights-holders**: What must AI achieve with and for rights-holders?

- **Our Partners**: What must we achieve with our partners?
- **Capacities & Processes**: At what does AI need to excel in order to deliver its goals for its partners and right holders?
- **Learning & Growth**: Where does AI need to invest in order to excel?
- **Resources**: How does AI ensure it is resourced adequately?

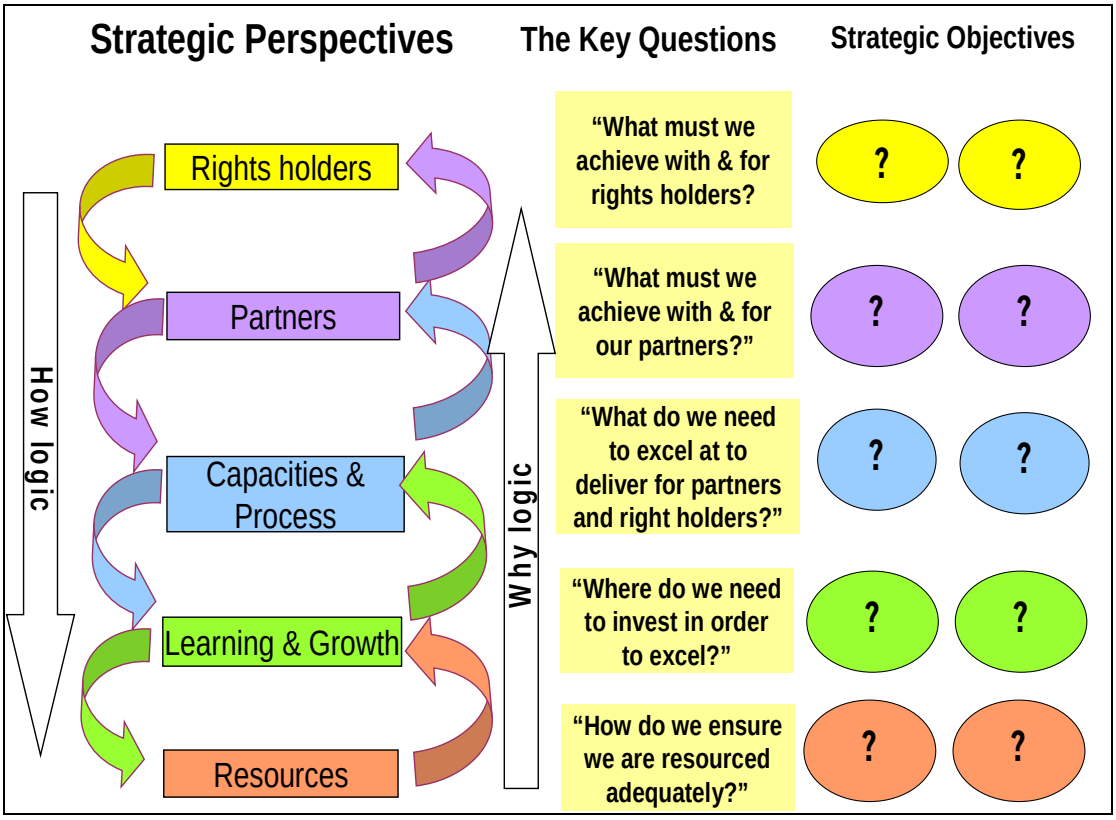

Figure 2.5: AI's current statement of competencies and an alternative

The Committee believes that by engaging with these core questions directly and by providing answers that are clear and coherent the movement will find it has given far greater specificity to the change it wants to achieve, built ways to measure success, so that it can evaluate its progress systematically and fundamentally re-oriented itself so that it is more responsive, relevant and accountable to those whom it aims to serve first and foremost: right-holders and the global human rights movement.

2.3 Creating a draft Strategy Map

The Strategy Map has at its top the overarching driver proposed by the ISP Committee, along the side the five perspectives and across the map the strategic goals. Together, they form the outline of the Plan to guide and direct AI's work from 2010 to 2016.

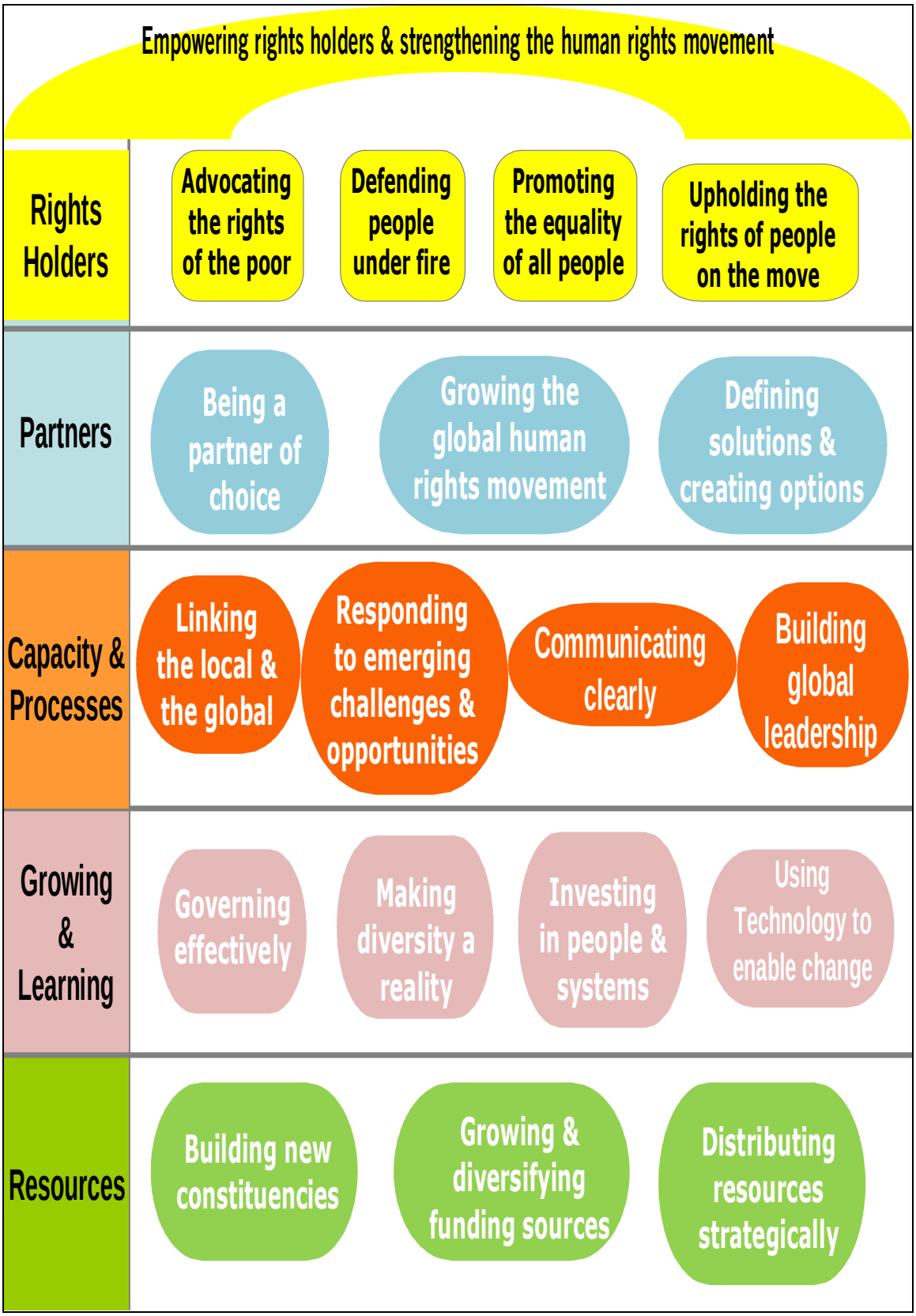

Figure 2.6: A first draft of a Strategy Map for AI 2010 to 2016

2.3.1 The Key Driver: *Empowering rights holders and strengthening the human rights movement*

The ISP Committee believes that, going forward, AI must stand with and for rights-holders and not only work on them. It must position itself in the human rights movement and contribute to its longer term sustainability.

While AI has a long and distinguished record of work on individuals at risk, it has not manifested adequate regard for its accountability to rights-holders nor always worked in collaboration with them. Going forward, AI's work must be grounded in the *agency* of victims/survivors and defenders, directly engaging them as collaborators in human rights work. Our ways of working must affirm their inherent dignity as they use the rights they hold for their own protection.

AI's over-arching message will be of **hope and empowerment**: change is possible when people act together as global citizens in a spirit of international solidarity. Building on its longstanding work, AI will act in partnership **with human rights defenders and the human rights movement.** AI will reciprocate its reliance on networks of human rights defenders for on-the-ground information by more consciously and deliberately building capacity, sharing skills and comparative analysis, and making strategic interventions with them to protect the space to defend human rights.

This goal will have profound impact, not only in bringing about human rights changes but in changing AI in terms of the way in which sets its priorities for work, allocates its resources and accounts for its results. The change will be exciting and transformative, making AI a truly inclusive movement.

2.3.2 AI's Human Rights wWork to 2016

The ISP Committee proposes that AI's human rights work going into the next decade will be people-focused, driven from the perspective of the rights holders and defenders. Four areas have been identified:

- *The rights of people living in poverty*
- *The rights of people living under conflict and lawlessness*
- *The equality of all people*
- *The rights of people on the move*

Based on analysis of the "World We See" ahead and grounded in AI's potential for contribution, the Committee very quickly came to a consensus that these encapsulate AI's most important areas of work. The ISP Committee has deliberately left the issues broad in the expectation that more focus will be developed at the operational level through other processes.

All four areas meet the "acid test" of key strategic criteria in AI's vision, mission, values and core competencies:

- **Urgency, gravity & persistence**: Each issue captures major contemporary problems and trends that are certain to generate grave, urgent human rights abuses, many of them and will require persistent action.
- **Working for and with rights holders and the human rights movement**: The issues are framed from the perspective of people, rather than in terms of a particular right. This means that the lived experience and voices of those rights at risk will define the content of AI's work in these areas. Empowerment, active participation and accountability will be key elements of AI's strategies for bringing about change.

- **Universal & indivisible:** By placing people's lives and experience at the centre of AI's purpose these issues reinforce the indivisibility and universality of human rights.
- **Moving towards solutions:** While allowing AI to analyse, expose and condemn abuses, the issues are also amenable to solutions. AI will be able to convince all actors that human rights are practical as well as principled and therefore an effective public policy response.
- **Opportunity & relevance**: Each issue is both globally and locally relevant and offers opportunities for significant change at both levels. They are adaptable to distinct regional and country circumstances, to emerging events and rapid change. They will also allow AI to engage with emerging powers such as Brazil, China, India, Mexico, Russia and South Africa, and major corporate actors.
- **Coherence & balance**: While each area frames a set of the most relevant human rights issues of today's and tomorrow's world, taken together they forge a coherent programme of work with concepts and issues in common across all and between each of the themes. The balance is not only in terms of the human rights concerns they out in focus but also in terms of geographic regions.
- **Continuity & change**: These issues provide a strategic balance between AI's more familiar and newer or "frontier" human rights work. They allow AI to consolidate hard won gains, to complete unfinished business, to break new ground and to address emerging challenges.
- **Adding real value in collaboration with others**: Each issue benefits from partnership and alliance while allowing AI to contribute its distinctive added-value.
- **Taking more responsibility for success & failure**: These areas can be elaborated and adapted so that AI can define what success would look like locally and globally, can describe its contribution and assess its progress.

In drafting this initial Map, the ISP Committee has aimed to create a narrative for AI's work going forward that will:

- Align all parts of the AI movement around common goals, strategies and priorities
- Link initiatives across the organization, making prioritization, focus and change easier
- Become an essential decision-making tool for the organization
- Offer a sound basis for close monitoring, feedback on progress and adjustment as implementation occurs, facilitating collaboration and coordination.

The content of each dimension of the draft Map now follows.

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The Rights Holders' perspective: ***People living in poverty***

Rationale/focus: What must AI achieve with and for rights holders?	**Signs of success**
Poverty is the greatest assault on human dignity. Human rights abuses drive and deepen poverty as well as widen the gap between rich and poor in almost every country of the world. Such disparities fuel conflict, political tensions and criminal violence, adding to the suffering to the poor. Current strategies for eradicating poverty, such as the Millennium Development Goals have little impact on the growing marginalization of millions of people. Economic disparities almost always correlate with gender, racial and urban/rural inequities. Yet combating socio-economic inequality is rarely articulated as a human rights concern. Therefore, AI will: • Use the campaign on Human Dignity to prepare the ground for more focussed work to address the powerlessness and marginalization of people living in poverty, particularly women and indigenous peoples. • Support the justiciability of economic, social and cultural rights through litigation. • Promote extra-territorial obligations for human rights arising from aid and trade • Challenge the increasing and unequal impact of climate change on the human rights of the poor and in the poorest regions of the world.	• Poverty will be recognised as a legitimate concern of the human rights movement. • People living in poverty will demand accountability and participate in designing solutions to their problems. • States and non state actors. Including in particular corporate actors, will be held to account for the consequences of their actions on the rights of those living in poverty. • The legitimacy and justiciability of ESC rights will increase. • Legal and policy changes in specific situations will attack and overcome the unequal treatment of those living in poverty.

The Rights Holders' perspective: ***People under fire***

Rationale and focus: What must AI achieve for and with rights holders?	Signs of success
People will be living under threat, under "fire", as a result of armed conflict and state repression. As conflicts become more intense and widespread as a result of the race for resources or failed states, civilians, in particular women, will face violence at the hands of both state actors and armed groups. The preoccupation with counter-terrorism and security will lead governments to criminalise more forms of protest and dissent, restrict right to information and the freedom of expression, assembly and association and erode standards on torture and ill treatment. Growing concern with public security and crime will increase public support for capital punishment and tough sentencing. Social activists and other human rights defenders will be particularly vulnerable. AI has a strong record of past work in addressing armed conflict and state repression, and the challenge will be to consolidate work in existing areas while building new competencies in emerging areas of concern. Working with partners and rights holders will be the key to achieving this balance, AI will • Develop solution-oriented strategies to target corporate and state actors, including emerging powers like Russia and China, in the race for resources and energy • Build competencies in new areas of repression e.g. the internet • Campaign to expand universal justice for victims of conflict and violence • "Complete" the abolition of the death penalty • Expand the space for dissent through the release of prisoners of conscience and other means.	• Governments and the International community will react faster and more effectively to protect civilians during armed conflict. • State and non-state actors will be brought to justice for war crimes, crimes against humanity, rape and other serious human rights abuses. • Public opinion will be mobilized to resist the erosion of human rights standards against the criminalization of dissent • The internet and other areas of new technology will be brought under the rule of international human rights standards. • Prisoners of conscience and activists under pressure will find support and solutions with the help of AI.

The Rights Holders' perspective: ***Equal rights for all people***

Rationale and focus: What must AI achieve for and with rights holders?	Signs of success
Despite considerable progress, the egalitarian aspiration of human rights remains largely unrealised. Gender, religion, nationality, race, disability, socio-economic status and sexual orientation are all exploited to promote discrimination and inequality. Fighting identity-based discrimination has been a key goal of AI but progress has been hampered by unfocussed and fragmented approaches. Success on the other hand has come where the movement has worked coherently and together with those whose rights are affected, such as in the SVAW campaign. Therefore, AI will: • Work with and use its reputation as a human rights leader to throw light on the most marginalized groups and those suffering egregious harm among women, indigenous peoples, sexual, ethnic and religious minorities. • Make inequality visible by revealing the patterns and different dimensions of inequality, and unacceptable by campaigning to bring concrete changes of laws, policies and social attitudes. • Promote diversity in its partnership and membership strategies.	• Rights holders have a remedy against state discrimination • The state acknowledges and exercises due diligence against discrimination by non-state actors • Rights holders acknowledge that AI has made a difference • AI is manifesting and helping to build a more inclusive human rights movement

The Rights Holders' perspective: ***People on the move***

Rationale and focus: What must AI achieve for and with rights holders?	Signs of success
Whether refugees or migrants, internally displaced, trafficked or smuggled, millions of people on the move suffer from the most egregious human rights abuses. Many of them live in the shadow of illegality, undocumented, exploited, without voice and with no little or no legal protection nationally or internationally. As more people flee oppression, poverty, environmental degradation and conflict, governments are resorting to tougher measures to and exclude them from their territory, often with popular support. AI has a long history of work on the treatment of refugees and asylum seekers, but its work on migration has been little and on trafficking even less. Yet, it is well suited to address issues of population movements as a trans-national human rights organization, present in both countries of origin as well as transit and destination. Given the enormity of the problems and limited resources, AI will have to work selectively and strategically where it is able to make the most difference. While work on refugees will continue, greater priority will be given to migrants and victims of trafficking. Therefore, AI will: • Focus on the inter-section between migration, poverty, security and inequality and address the problems of those who are most marginalized and exploited. • Develop projects that allow the organization to use its trans-national presence to build solidarity, support and solutions for international migrants who cross regions (e.g. Asia to Middle East or Africa to Europe) • Work with rights holders to expand their voice and realise accountability.	• Rights holders will be treated with dignity and respect for their human rights, regardless of their immigration status. • Governments and international organizations will adopt and implement international standards. • Media and public opinion will appreciate the human rights dimension of irregular migration and trafficking.

Our Partners' perspective: ***Being a partner of choice***

Rationale & focus: What must AI achieve with and for our partners?	**Signs of success**
Organized civil society groups - NGOs, women's organizations, development and environmental organizations and many other kinds of citizen groups - are on the rise in all regions of the world. Their power to work together to change public and governmental attitudes has been proven on such issues as land mines, small arms, poverty and climate change. However, the ability and willingness of civil society groups to shift public opinion on human rights issues remains low. In the past AI found strength and value in working alone. Today for global reach and local relevance, AI's value, strength and influence will be found more often in the forging of effective, mutually respectful and results oriented partnerships for change. Therefore, AI will: • Explore innovative ways of partnering with local and global civil society organizations to complement and leverage competencies, enhance delivery and grow a stronger human rights constituency. • Strive to be a "partner of choice" by improving its own transparency and accountability, planning, coordination and risk management.	• Increased number and range of partnerships at global and local levels where AI is offering clear collaborative advantage. • Successful delivery of joint projects and campaigns • Learning from partners is embedded in AI and AI decision-making processes engage and are influenced by its partners.

Our Partners' perspective: ***Growing the human rights movement***

Rationale & focus: What must AI achieve with and for our partners?	**Signs of success**
The human rights movement is confronted with both opportunity and challenge. On the one hand, social inequalities, cultural divisions, economic individualism and political repression are threatening to undermine the sense of community and solidarity with others. On the other, technology has opened up new networking possibilities and human rights education is building a sense of shared values among many people. AI's own constituency of human rights activists have remained largely concentrated in the global North while a vibrant human rights community has emerged in the global South despite many political, social and economic constraints. Progress on human rights cannot be sustained without a strong global and diverse constituency for human rights. Until now AI has targeted its own growth and invested in its own activists. An approach that prioritises rights holders and partners requires AI to invest in the human rights movement and broader civil society. Therefore, AI will: • Grow the human rights movement in strategically relevant countries such as Brazil, China, India, Mexico, Russia and South Africa by investing in other NGOs and local communities. • Promote new and innovative forms of activism that will appeal to diverse constituencies in diverse settings. • Work with its partners in the human rights community and social movements to expand the space for protest, action and activism.	• A strong and diverse community of human rights defenders and organizations grows in strategically selected countries • Human rights defenders and social activists are recognized as a legitimate voice for social change. • In the eyes of those active in the global human rights movement, AI is perceived to be offering support, solidarity and leadership.

Our Partners' perspective: ***Defining solutions & delivering impact***

Rationale & focus: What must AI achieve with and for our partners?	**Signs of success**
Like many human rights organizations, AI prides on "naming and shaming" but has been lax in pursuing solutions to human rights problems. Increasingly, however, governments and other actors are looking for concrete proposals and options for change. As an organization that has both global and local competencies, AI is uniquely suited to pursue change through multi-dimensional and multi-layered approaches. AI itself will be judged by rights holders as well as its donors, supporters by its human rights impact, rather than its advocacy or action. Therefore, AI will: • Take a strong results-oriented, participatory approach to all its work. • Engage in reciprocal dialogue with a wide range of rights-holders and partners in the planning & evaluation of its work. • Strengthen its assessment of impact for rights-holders and develop a movement-wide capacity to assess and learn. • Take greater account of root causes and solutions in its human rights analyses, bringing an emphasis on tangible change in its recommendations.	• Rights-holders are reporting: o Improved access to basic services and to justice o Less discrimination & greater equality o Improved personal security o Greater accountability from decision-makers • Rights-holders and partners are contributing to AI's strategic directions and working methodologies • Rights holders and partners feel that AI is contributing to the achievement of positive human rights outcomes.

The Capacity & Process perspective: ***Linking the local and global***

Rationale & focus: What do we need to excel in to deliver for our partners & rights holders?	**Signs of success**
The visibility and profile of AI's presence globally is high, and yet our local presence is skewed and floundering with a movement-wide tendency to look to and work to ourselves rather than to partnerships with others or to the external demands of a changing world. Our membership and supporter base does not reflect the broader human rights movement's geography, demography or diversity. The consequence is that AI is unable to mobilize public opinion effectively to push its global agenda for human rights. Therefore, AI will: • Invest creatively for local presence, including through partnerships and coalitions to support AI's global and local objectives. • Build more mature, demanding & accountable partnerships within AI and enable AI's international members from countries where AI has no presence to contribute more actively to AI.	• Through innovative partnerships with local organizations, AI's global brand is linked to effective and sustainable local human rights activism. • The accountability, transparency and management of AI's entities have improved, or where it has not, AI's leadership shows a clear willingness to take tough decisions.

The Capacity & Process perspective: ***Responding to emerging challenges & opportunities***

Rationale & focus: What do we need to excel in to deliver for our partners & rights holders?	**Signs of success**
The world ahead and its forces that generate threat and opportunity for human rights will be in constant flux. Crises will emerge with intense and grave consequences for human rights while opportunities to generate global attention on human rights will arise, unexpectedly and in unpredictable ways. While AI is and aims to be an human rights agenda-setter and will continue to draw the world's attention to forgotten or neglected human rights issues, we must also be able and ready to react where the need or opportunity arises. Therefore, AI will: • Maintain and develop a capacity to scan the world for human rights threats and opportunities, searching out those situations, people and powers that demand and/or present openings for effective action. • Be able to respond quickly, decisively and strategically to emerging threat and opportunities, adjusting plans, priorities and resources accordingly.	• AI is putting human rights at the centre of government response to key crises, including situation of armed conflict, humanitarian and/or natural crises. • AI responds rapidly and effectively where needed, so that its voice is drawing world attention to the human rights implications of and solutions to key forgotten and high profile crises. • AI is embracing creatively, and with innovation, emerging opportunities to influence human rights awareness locally and globally, building and engaging broader constituencies for human rights.

The Capacity & Process perspective: ***Communicating clearly***

Rationale & focus: What do we need to excel in to deliver for our partners & rights holders?	**Signs of success**
AI's effectiveness depends not just on its human rights strategy, or on a broad supporter base, but also on its ability to communicate, persuade and rouse people into action. Yet its communications strategies and systems are fragmented across the movement and behind the curve on technology. In this complex world, AI must be very clear on its message. Meeting challenges of effective external communications is urgent and meeting the challenges of effective internal communication is essential. Therefore, AI will: • Communicate hope, empowerment & an invitation to active engagement as the over-arching message in and of all its campaigns and actions. • Develop communications that are audience-oriented, relevant, compelling & distinctive across a strategic range of platforms, in languages tailored to audience. • Harness innovative communications technology to deliver its messages internally and externally. • Use its 50th anniversary to communicate its message to a new generation of human rights activists.	• AI is communicating a compelling vision across diverse audiences. • AI is communicating its human rights concerns promptly and across a strategic range of media taking full advantage of its global reach.

The Capacity & Process perspective: ***Building global leadership***

Rationale & focus: What do we need to excel in to deliver for our partners & rights holders?	**Signs of success**
If AI is to deliver on its human rights goals for and with rights holders, AI's leaders must lead change effectively across all levels of the organization. To inspire others along the change journey is not just a matter of appointment or election: It requires skill, knowledge and commitment to AI's overarching purpose and priorities. Therefore, AI will: • Invest to build in a movement-wide culture of competency-based leadership among volunteers and staff • Invest in the development of leaders who inspire confidence, build support, manage risk effectively and strategically, and clearly communicate AI's purpose and priorities to internal and external stakeholders. • Strengthen the pool of potential leaders for tomorrow and develop systems by which they can be identified, recruited and mentored effectively.	• AI's leaders: o Are externally oriented and results focused o Give explicit attention to the interests of right-holders & AI's partners in the formulation of their decisions o Are courageous, creative & accountable o Shape strategic thinking; o Exemplify personal drive and integrity o Communicate effectively. • AI's decision-making promotes creativity and responsiveness, striking an effective balance between consultation and timeliness. • If it is needed, fast, flexible and decisive decision-making is welcomed. • Accountability is strengthened.

The Growing & Learning perspective: ***Governing effectively***[3]

Rationale & focus: Where do we need to invest in order to excel?	**Signs of success**
The International Committee for Strengthening Democracy (ICSD) has identified the cornerstones of AI's democracy*: "Facilitating quality participation globally of all key stakeholders*[4] *... as required and appropriate in a transparent and fully accountable way with governance focused on strategic decision-making and control and the executive implementing strategic decisions and facilitating control."* AI will: • Ensure its governance bodies are focused on the outcomes to be achieved, and are able to monitor and control the delivery of these outcomes accordingly. • Strengthen and further develop governance at the local and global levels to lead AI globally & locally effectively and efficiently, ensuring the right mix of skills are aligned with responsibilities assigned. • Ensure AI is meeting the highest public standards of accountability, transparency and social responsibility to all its stakeholders, including rights holders and partners.	• Strong, healthy (growing!) and accountable entities and fewer internal conflicts or mismanagement. • Good succession planning and smooth changeovers of board membership and directors • Competency- assessment tools used by boards and executives • Clear distinction between governance and executive

[3] This aspect of the ISP will be developed through the work being led by the International Committee for Strengthening Democracy.
[4] Defined by ICSD as "activists, members, partners, beneficiaries".

The Growing & Learning perspective: ***Making diversity a reality***

Rationale & focus: Where do we need to invest in order to excel?	**Signs of success**
To be global in its reach, relevance, identity and perspective, AI must invest in its organizational capacity to achieve and sustain genuine diversity in and among those with whom it works, engages, listens to and involves. An AI that is manifesting the universality of human rights in the range and diversity of people with whom it engages – internally and externally – is an essential step towards being more effective in terms of human rights impact. AI will: • Embed issues of representation, identity, difference and perspective across its core functions and processes including in particular in its communications, in supporter growth strategies, in its research methodologies and in its lobbying. • Foster the active participation in leadership of AI by a more diverse pool of supporters, investing in talent-nurturing and active recruitment for this purpose. • Promote the use of diverse contributions, skills, perspectives and experience to generate the most creative leverage of change within AI and in delivery of its human rights change agenda.	• AI is achieving participation in human rights action by a more diverse and representative demographic of people at the global and local levels. • AI's approach to and representation of human rights activists, partnership and public engagement demonstrates the universality of the appeal and relevance of human rights. • AI is measurably inclusive, achieving equality/fairness in: o Representation of people at all levels of the organization o Treatment of people at every stage of their experience with AI • AI staff and volunteers are treated fairly, with dignity and respect, and without discrimination.

The Growing & Learning perspective: ***Investing in people & systems***

Rationale & focus: Where do we need to invest in order to excel?	**Signs of success**
The realisation of AI's vision and strategic objectives depends on many things, but most of all on people. Global changes are calling on AI to develop a more mobile and diverse work force and competition for talent on all levels is intensifying. Internally, however, there is a discernible pattern of AI's people (staff & volunteers) thinking and acting in "silos of interest" rather than from the standpoint of the interest of the movement-as–a whole. In a more complex, more global world, it is essential that AI's people and systems are focused strategically beyond the specific boundaries of their location or programme or functional responsibility to avoid competing interests, conflicting priorities and duplication of processes and systems. AI will: • Work to align competencies people, systems and structures across entities with its strategic priorities • Invest in developing a movement-wide organizational culture the promotes excellence in delivery, • Foster among its people a strong commitment to collegiality, cooperation, respect and accountability that supports whole-of-AI solutions.	• AI has systems & processes in place that support cross-border, global working including the creation and support of a more mobile and adaptable work force across the movement as a whole. • AI is securing & building competencies and systems to support mission-critical functions. • AI's people are clear about what is required of them in performance standards terms, are supported accordingly and are active in contribution to the delivery of AI's strategic objectives and performance improvement. • AI is monitoring, measuring and focusing performance at people & systems levels, recognising & rewarding good performance & addressing poor performance.

The Growing & Learning perspective: ***Using technology to deliver change***

Rationale & focus: Where do we need to invest in order to excel?	**Signs of success**
Through information & communications technology, a borderless network of connection and affiliation between people globally is being woven at increasing speed. With every day that passes it becomes a little more impossible for us to act or think other than as one movement, including in relation to technology itself. Further, as a "knowledge organization", AI's lifeblood is information, helping to provide people with knowledge they need to take effective action internally and externally. Information is an asset to the organization and as such it demands a planned and systematic approach to ensure it is stored, retrieved, available and reliable in forms and through means that enable people to take effective action. AI cannot be blind to the external digital divide & needs to work against its replication internally. On the other hand, as AI reaches out into the world, it should harness the power and functionality of technology on a global scale to strengthen its effectiveness while seeking efficiency gains, and reducing duplication and waste. AI will: • Strengthen AI's competencies and capabilities in knowledge management & technology to promote knowledge sharing between and across AI's entities and partners; • Invest in and deploy scale-appropriate information and communications technologies that are responsive to AI's strategic priorities, protect the integrity and security of our information, while making best use of expertise and financial resources. • Develop organizational structures 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's is treating information and knowledge as key organizational assets, investing in and managing these so that they are aligned to AI's strategic priorities. • AI is investing in and managing technology (web presence, directories, email, diary etc) for global coherence, achieving efficiencies through economies of scale while enhancing for remote & local access, its performance including its reliability and resilience. • Technology is being deployed creatively, enabling a more diverse audience to engage with AI on their own terms. • AI has increased capacity for quick, effective internal and external communication.

The Resources perspective: ***Building new constituencies***

Rationale & focus: How do we ensure we are resourced adequately?	Signs of success
The greatest hope for human rights is that the world over, people join the global human rights movement to use their own rights in defence and protection of the human rights of others. In resource terms, people are the life blood of the larger human rights movement, at the heart of AI itself and our richest resource. As is true of any resource, however, this constituency needs investment for its renewal, sustenance and growth and it deserves careful stewardship to guard against its depletion. Reaching out to and being inclusive of a broader range of people, renewing itself through engagement with younger people, sustaining the current active generations and helping the broader human rights movement utilize a full range of tools to connect with and inspire others: in this larger project AI has a vital part to play. AI will: • Broaden its promotion of human rights engagement, making effective & rewarding activism readily available to diverse audiences with particular emphasis on: o Reaching out to those already active in other social justice movements o Human rights activists and sympathizers in the global South o Building a representative and inclusive supporter base for AI wherever it has local presence o Young people and specifically, the "net generation" • Grow and support active participation in AI among new constituencies, focusing on 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 interest of new constituencies. • Renew engagement with those currently participating in AI, ensuring that the value to AI of its members, volunteers, activities, donors and staff is affirmed and that they play a creative role in strengthening AI's welcome to others.	• The human rights movement is growing visibly in its public profile, its appeal to broader audiences and in its pulling power- ability to attract others. • AI is growing and renewing itself as measured by the inclusion of : o Young people o A more diverse supporter base in the North o A stronger supporter base in the South • AI's supporters are reporting that they feel welcomed and valued. • AI's supporters are reporting that they seek to welcome others into AI. • AI is experimenting with new ways of mobilizing people for human rights action

The Resources perspective: ***Growing & diversifying our funding sources***

Rationale & focus: How do we ensure we are resourced adequately?	**Signs of success**
In recent years there has been a significant increase in the "philanthropy market" globally, with an increasing trend in mega-gift, high profile, solutions-oriented giving. However, currently AI's biggest income sources lie elsewhere and, what's more, while our biggest income markets have grown, they are also maturing. At the same time, the volatility of the global economy is presenting real challenges of the financial security of our income and threats to our expenditure. Growth, renewal and diversification of AI's funding sources is critical to our independence and sustainability while financial donations are a vital pathway to individuals' human rights activism. Much of our fundraising is based on communicating with and developing the understanding of our donors in what AI stands for and achieves. However, these messages do not always coincide with or leverage appropriately our campaigning and actions, nor do they reinforce our AI's contemporary identity. Consolidating the financial growth we have achieved to date, AI will: • Engage with success the opportunities presented by global approaches to trusts and foundations that support international initiatives • Invest to increase awareness of AI in newer markets and develop new entry points to support for AI, including in key growth markets such as India and Brazil. • Align and integrate campaigning and fundraising messages, developing quality relationships with individual donors and improving supporter retention and commitment. • Develop, test and consolidate global dimensions to its awareness and fundraising campaigns, making strategic use of global assets on behalf of the whole movement, e.g. global entertainers/artists.	• AI is winning an increasing support per capita in major traditional and new markets. • Income to the movement is increasing in accordance with targets, leading also to increased numbers and retention of more diverse supporters and regular donors. • AI's rates of "return on investment" are being benchmarked and found to be equivalent to best practice. • The number and range of international funders supporting AI's work is increasing. • The number of AI's local presences that are self sufficient and contributing to global revenue is increasing. • AI is working collaboratively, across the movement, to "think big" about & deliver financial growth from the global/local leveraging of AI's brand, reputation and reach. • AI is managing risks associated with income generation successfully.

The Resources perspective: ***Distributing our resources strategically***[5]

Rationale & focus: How do we ensure we are resourced adequately?	**Signs of success**
The most successful organizations strongly align their operations, learning, performance measures, and critically, their income and budgets with their strategy. The investment, distribution, stewardship and management of an organization's financial resources should be a servant of the overall strategy that is guiding the organization's "mission delivery". AI's approach to resource generation, distribution & accountability must not be planned or operate in isolation from its strategy if AI is to enhance its performance and deliver more fully on its human rights promises. Therefore, AI will: • Drive financial growth globally and locally so that the resources available to support implementation of AI's priorities at both the global and local levels are growing and consolidating and are aligned accordingly. • Root its financial decision-making more firmly in empirical data, investing in systems to generate and analyze verifiable information to help AI integrate its activity and financial decisions, globally, strategically and rationally; • Align technical competencies in financial planning and evaluation to its volunteer and paid financial leadership roles and ensure the talent brought to these roles is commensurate with scale and complexity at their level of responsibility. • Ensure that across the movement, AI's financial investment, ethical procurement, risk management and its associated accountability standards and practices are at "best practice" levels and are placing AI at the forefront of high performance in the not-for-profit sector in regards to transparency, public reporting, accuracy and accountability including for its human rights outcomes.	• AI is growing & shifting its resources around and between the movement's priorities, projects and activities according to their strategic importance globally and locally, emphasizing external world opportunity for impact. • AI's is managing its investments for best return. • AI's financial intelligence is strengthening because the movement is providing more timely & accurate financial & activity information and expert analysis • AI is recognized publically for its high standards of financial & outcome/impact reporting.

/ends

[5] This aspect of the ISP will be developed through the work being led by the IEC's Assessment to Distribution Taskforce.

APPENDIX ONE: Using a strategy map

Drafting the new ISP is not only a matter of agreeing its content. It also involves the exercise of judgement about how best to do strategic thinking and how best to develop strategic leadership in and for AI. The ISP Committee has used a specific tool or technique – called a **"strategy map"** – to aid its own thinking.

In this Appendix we explain the methodological background to the "strategy map" that has been used in Part Two of this Pack.

In this part of this Consultation Pack, we set out the technique that the Committee has used to arrive at the draft strategy map presented in Part Two. This technique has several key strengths:

- It sets a limited number of key strategic directions
- It strongly supports communication of these directions
- It strongly integrates both Vision, Mission, Values and Competencies (VMVC) with the human rights and organizational strategies.
- It enables managing, monitoring and evaluation of the implementation of the Plan.
- It can be adapted for the national level: each section can make its own version the strategy map to translate the global strategy map into national goals.

We hope the following explanation will mean that sections can choose to do more than react to the Committee's current version or elements thereof but can also apply the tool themselves to develop their own version or to explain their proposals for improvements to the ISP Committee's version.

Building your own strategy map challenges you to think through your alternatives all the way from human rights goals to the financial and organizational underpinning of them. You will find guidelines for using the strategy map tool yourself in Appendix Two and we strongly encourage you to work with it yourself – you will see that it is a very rewarding exercise!

• The elements of AI's Strategy Map

At the end of this Appendix you will find examples of strategy maps that have been developed – using the map-making approach – by other international NGOs. Whilst all strategy maps have certain features in common, organizations develop specific adaptations that fit their specific purposes. And so did we.

For AI, we have developed a strategy map whose basic features are shown in the Figure below.

We have taken our situational context (the world we see), extracted the key insights from this (formulated as our key driver) and then interpreted these through our identity (our VMVC) to build a framework for human rights and organizational action (our strategy map, with the body of objectives telling us what we will do to deliver the human rights goals).

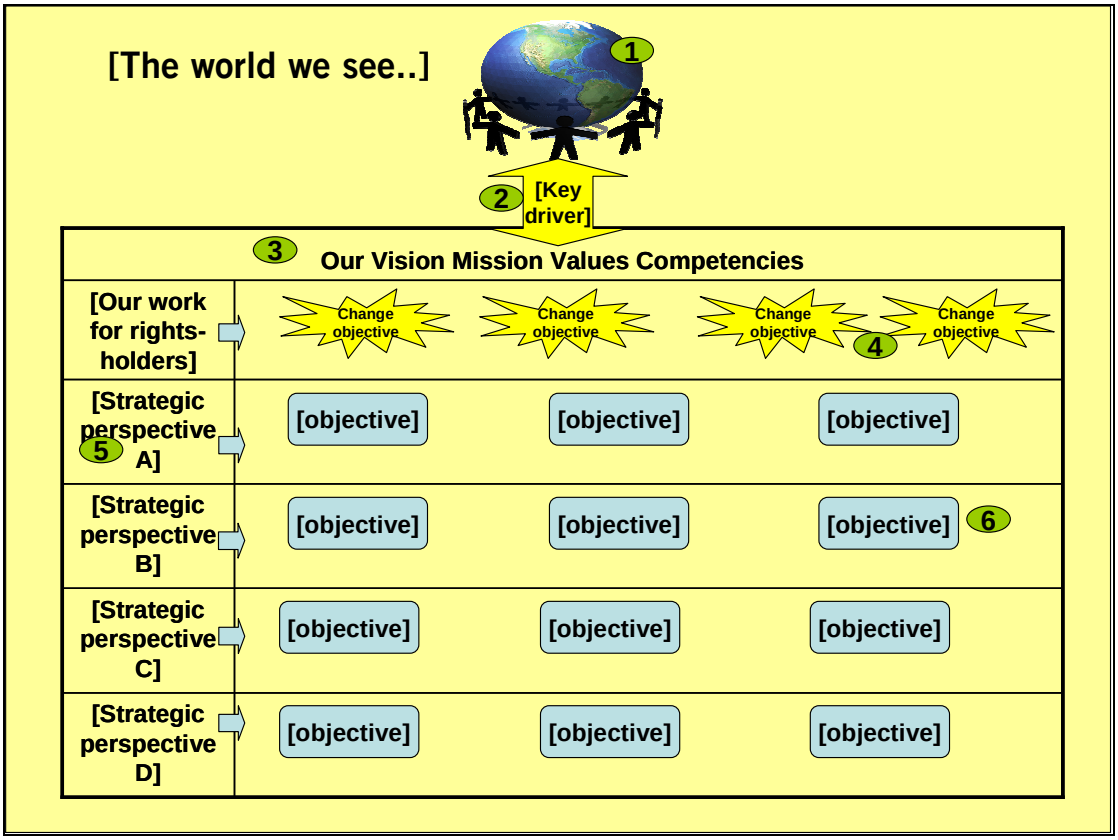

Figure App.1.1: Core elements of the strategy map

A strategy map is basically an easy and visual way of capturing everything that is important to the work of our organization. The core elements you will find in our strategy map are:

- **What is important about the world we see [1]:** A summary of the situational context which influences us and which we aim to influence. This is the key background to the map.
- **What is our overarching driver [2]**: The primary directive emerging from our contextual analysis that will drive all that we do.
- **Who we are and who do we need to be to be effective [3]**: Taking into account what we want to achieve, what we know of ourselves as we are and what we wish ourselves to become, we refine our vision, mission, values and competencies (VMVC).
- **The change we seek to achieve in the world [4]:** In alignment with these earlier dimensions we set the priority areas for our human rights work.
- **Perspectives that are key to our work [5].** Our strategy map then asks us to define the body of work that will deliver our human rights goals from a cascade of different perspectives.

  For example, if we decided to choose, as a key perspective, our stakeholders: what, from their standpoint, would be most important for us to achieve? Or, if we chose to use a resource perspective the question would be: how will we finance

our operations and where do we find the people to do the job? Or from an organizational perspective: where do we need to excel? Where do we need to invest? The different answers to these questions, for each perspective, define the **Objectives [6]** that together form the body of actual work that will jointly deliver the plan.

• The logic of the strategy map

The perspectives in the strategy map are not laid out in an arbitrary fashion. First of all we have used those perspectives that are most closely linked to our identity and the overarching key driver at the top of our map. So the perspectives too tell the story of our strategy.

The logic of the *perspective cascade* then works in two directions, which if followed ensures coherence and integration across the strategy map:

- **A strong HOW logic**: Starting at the top level perspective and working down to the lowest-level perspective, the map requires us to provide a very clear logic of HOW we plan to achieve the human rights change we promise to deliver. So we say: "Human rights changes for rights holders are achieved primarily by achieving the objectives in perspective A. That work, in turn, is made possible and supported by achieving the objectives in perspective B." and so on.
- **A strong WHY logic**: Working up from the lowest-level perspective, the map requires us to demonstrate a very clear logic for WHY we believe the action we plan to take will deliver the human rights change we promise to deliver. So we say: "We pursue the objectives in perspective D because they will enable us to pursue the objectives in perspective C, these in turn will enable us..." and so on all the way up to achieving the human rights change we seek.

The answers to these questions populate a strategy map with objectives that should tell a very clear *how* and *why* story about our work going forward. In this way we are forced to underpin our ambitions in the field of human rights change with a clear chain of actions that are needed to achieve these ambitions. This way, we will adopt a strategy that we know we can deliver.

As we populate the map, each objective should be *tested* by asking for a clear rationale based on identified evidence and sound argument:

Rationale	Success
• Why is this issue important to human rights and/or AI? • What data do we have/need to establish its scale and scope? • Does AI have any experience/past success in this? • Which aspect of AI's VMVC suggests this is relevant to AI?	• What would success look like, especially to rights-holders? • Over what period is success achievable? • How would we measure success in the short/medium/longer term?

Figure App.1.2: Rationale for objectives

• From initial content to implementation

At this stage we are, as you can see in Part Two of this Pack, proposing initial content for the strategy map. Later on, once the content of the strategy map is agreed, its objectives are then captured in further detail – as a first step towards the map's implementation – under headings such as:

- **Indicators**: which would be the metrics or measures we agree that we will use to assess the movement's progress. These indicators would then form the basis, for example, of the reports introduced by the 2007 ICM's Decision 22. [6]
- **Targets**: which would set aspirational but achievable and measurable end-results for the movement's work under the ISP and towards which we would direct our effort, adjusting our approach as appropriate to ensure that over time we are moving close to the agreed target.
- **Initiatives**: which are the key specific and innovative steps or activities we would employ as a movement to achieve our objective.

OBJECTIVES	INDICATORS	TARGETS	INITIATIVES
"What do we need to achieve?"	"How will we measure success?"	"How much do we need to improve?"	"What organization-wide activities will help us get there?"

Figure App1.3: A template for detailing strategic objectives

• Who might find this strategy map-making approach helpful

The ISP Committee has used this approach to draft a first version of a strategy map for the movement as a whole and this draft is set out in Part Two. However, an advantage of the strategy map-making exercise is that it can work to scale. It can be applied for the movement as a whole or for a specific section. It is possible to generate national strategy maps within the framework of the global strategy map to both nuance the global map to the national context and to show what contribution a section would make to implementation of the global map.

The approach could be followed:

- By anyone else in the movement who wishes to see what the outcomes would be if they were to draft a version of a movement-wide strategy map.
- By individual sections to draft specific strategy maps relevant to their own specific circumstances.
- To help sections develop a critique of the ISP Committee's draft strategy map as set out in Part Two.

[6] Standard Planning Reports (SPR); Standard Activity Report (SAR); Standard Financial Report (SFR)

- **Two examples of other INGOs' use of strategy map-making**

The Sightsavers Strategy Map

Our vision: No one is blind from avoidable causes; visually impaired people participate equally in society.
Our mission: To eliminate avoidable blindness and promote equality of opportunity for disabled people.

Governments ensure quality eye care is universally available as an integral part of wider health systems.	Governments ensure all disabled children receive a quality education within the wider education system.	Visually impaired people are equal members of society and governments implement obligations under international conventions for disabled people.	People actively seek eye care services and enjoy a change in quality of life through community development programmes.

Beneficiaries *(What must we achieve for our beneficiaries?)*

- 1) Demonstrate scalable cost effective approaches to eye care which strengthen health systems.
- 2) Demonstrate scalable cost effective approaches to the education of visually impaired children in their local context.
- 3) Enable BPOs* and DPOs* to advocate effectively for their members' rights.
- 4) Ensure all programmes are rooted in community development.

Capacities *(What do we need to excel at to deliver for our beneficiaries?)*

- 5) Strengthen partners
- 6) Ensure high quality programmes.
- 7) Develop effective & joined-up advocacy.
- 8) Establish strong strategic networks and alliances.

Learning & growth *(Where do we need to invest in order to excel?)*

- 9) Develop country/ area level staff.
- 10) Ensure adequate specialist/ technical expertise.
- 11) Gather and disseminate sound research & evidence.
- 12) Establish effective information sharing systems.

Resources *(How do we ensure we are resourced adequately?)*

- 13) Grow & diversify fundraising base.
- 14) Use resources strategically and efficiently.

*BPO: Blind People's Organisation
*DPO: Disabled People's Organisation

FARM-AFRICA STRATEGY MAP

A PROSPEROUS RURAL AFRICA

To reduce poverty by enabling marginal African farmers and herders to make sustainable improvements to their well being through more effective management of their renewable natural resources

- OUTCOME 1: Models developed of good practice in smallholder development, pastoral development, community forest management and land reform that demonstrably reduce poverty in diverse situations with wide applicability
- OUTCOME 2: Improvement in relevant government policies that inhibit uptake of good practice and prioritisation of agriculture in public sector expenditure and Poverty Reduction Strategy Papers
- OUTCOME 3: Demonstrable improvement in the practice of agricultural development by government, civil society and private sector staff.
- OUTCOME 4: Increased understanding of, and engagement in, African agricultural development among the public, media, companies and organisations in the North and South, in order to facilitate the development and scaling-up of FARM-Africa models

(A) Clients: Farmers, Implementers, Influencers

- (A1) Relevant models that work & are adoptable
- (A2) Evidence & support to enable effective adoption and endorsement

(B) Internal Business Process

- (B1) Model generation & validation
- (B2) Learning & impact assessment to produce client-specific documentation
- (B3) Effective Marketing of Models
- (B4) Post-adoption care & support

(C) Learning & Growth

- (C1) Embedding the new strategy within the organisation
- (C2) A culture of innovation, learning & Critical reflection
- (C3) Developing & sourcing new competencies
- (C4) Understanding & influencing the market for our models

(D) Financial

- (D1) Investing in sustainable flexible and diverse voluntary & institutional income streams
- (D2) Timely, focused financial/ contract reporting to enable close management of funding uncertainties
- (D3) Rigorous management of cost base to ensure value for money
- (D4) Linking income generation and allocation of resources to strategic priorities

APPENDIX TWO: Tools for strategy map making

In Appendix One to this Pack we have set out the basic principles of strategy maps and the way we have set up AI's draft strategy map. In Part Two we have shown you a first draft of the ISP in which the ISP Committee has populated the strategy map with the content they recommend. In this Appendix you will find a short 'how to' guide that is meant to assist you in developing your own strategy map. We will first give a step-by-step approach to populating a strategy map and will then suggest several exercises you could do in your section or together with external partners.

1. A step-by-step approach to populating a strategy map

Planning:

- Strategy maps are best developed in a strategy-mapping workshop.
- Please make sure you have flipcharts, markers, plenty of post-it notes and one or two blank walls at your disposal.
- It is very helpful to prepare an 'empty' version of the strategy map and put it on one of the walls so you can easily populate it.
- Appoint a facilitator who makes sure the process keeps running and at the same time people enjoy the workshop.
- In this step-by-step approach, if using the framework used by the ISP Committee, it should take you several hours to do the exercise, speed depending on the type of audience you are working with. Please refer to paragraph 2 for alternative approaches.

Step 1: Introduction (15-20 min.)

- If the group does not know each other start with a round of introductions.

- If desired start the workshop with a brief introduction that explains the ISP design process and the stage that we are in now. Please refer to the power point presentation in this Pack for this part of the workshop.

- In any case, explain the purpose of the workshop and the desired outputs, e.g.:
  - A deepened understanding of strategy design using a strategy map
  - A populated strategy map for AI as a whole (or for your section, see paragraph 2)
  - Key messages to the ISP Committee on the content and methodology of the strategy map

Step 2: The framework for our exercise (15 min.)

- In this step you introduce the framework for the exercise introducing:
  - The overarching driver for our work
  - The refreshed Vision, Mission, Values and Competencies as proposed by the ISP

- The proposed perspectives we will use to drive the content of the strategy map

Step 3: Populating the map (20-30 min. for each of the perspectives)
To populate a strategy map, follow these steps:

(15 min.)
- Break up into groups of max. 6 people
- Begin with the top perspective
- Brainstorm all the possible objectives you might choose, writing each one on a post-it note.

(15 min.)
- When you've exhausted all possibilities, put all the post it notes on the wall and cluster the objectives into groups, eliminating those you think are less important
- Write new objectives for each cluster on a piece of A4 paper and put it on the wall
- You should end up with between two and four objectives for each perspective

Now continue down the map until you have objectives in all of the perspectives.
(30 min. for each perspective as with the first level)

- Once you have agreed the objectives in the top perspective, move to the next level asking "what objectives do we need in this perspective to achieve our strategy?" The objectives in one perspective should explain how you plan to achieve the objectives in the perspective above.

When identifying objectives it is important to consider:

- *Is this really an objective or is it an action?* Objectives need to be pitched high enough to be strategic and low enough to be specific and focused.
- *Does it remain true to your strategic framework?* The map translates your strategy, so it should not be contradictory to the essence of the strategy.
- *Does it capture the key things you need to achieve to be successful?* Remember, the map is just a dashboard – it doesn't describe everything you do. So what are the few things that are *critical* to your success?

Step 4: Step back and conclude (30 min.)

Once you have populated the whole map look at the result. To review the quality of the map, consider the following:
- How many objectives are in the map? A smaller number ensures the map has focus. A larger number risks an overload of data collection when measuring progress. The ISP Committee came up with some 15 objectives. Let's see if you can bring that back to ten!

- What is the 'pitch' of the objectives? Is it too general (e.g. "develop staff"), too specific (e.g. "run a creativity training") or just about right (e.g. "develop excellence in innovation")?
- Does the map easily communicate the key internal and external priorities? Does it 'tell the story' of your strategy? To your activists? To the rights holders we put at the top of our map?
- To check the logic, many organizations add arrows between objectives, showing the key logical connections. The strategy map can be a key communication tool of your strategy, so avoid too many arrows!

So: did you produce a realistic, inspiring, coherent package that is in line with the key driver, with AI's proposed new VMVC? Is this what is needed to deliver the human rights change we seek for rights holders? Anything crucial missing?

Now compare your results with those of the ISP Committee. Any striking differences of opinion? Try to capture key issues that you would like to share with the ISP Committee. If you want to present an alternative to the Committee please try to summarize the key rationale for your alternative.

Before closing down the workshop you can give the participants the opportunity to give brief feedback on the methodology – the ISP Committee is interested in feedback from the movement on this.

2. Possible exercises and approaches

We have offered this tool to encourage you to respond to the ISP Committee's draft ISP in the form of a comprehensive reply. This way we hope to avoid the process we saw in the previous ISP design cycle where the movement started adding more and more separate parts to the proposed plan without taking into account the manageability and coherence of the overall result.

We invite you to consider using the tool in a variety of ways:

- Build your own version of a strategy map for the whole of AI, this will allow you to comprehensively critique the work of the ISP Committee.

- Build a version for your section: simply reinterpret the questions asked under the different perspectives and see what you need to do at the national level to contribute to the achievement for rights holders of our global human rights change themes. This is also a way of testing whether the draft global plan the ISP Committee proposes would work for your section.

- We invite you to consider, depending on your audience, to only share the strategy map as populated by the ISP committee at the end of your workshop. This makes the workshop more open and creative and it is more exciting to see at the end how your thinking differed from that of the committee.

- In the step-by-step guidelines in this Appendix we assume you will work on the basis of the strategic framework (key driver, VMVC, human rights change for

rights holders and strategic perspectives) that the ISP Committee proposes in Part Two of this Pack. Of course it is entirely possible to change any or all of these before you organize your strategy workshop and work on the basis of these. In that case it is probably wise to have a separate session before you start the workshop.

- In your exchanges with external partners you can do a strategy map workshop but it would probably be good to take ample time to test some of the key parameters of the draft ISP (e.g. the Key Driver and the human rights changes we seek) with your partners.

3. Share your feedback!

Please share your feedback with us. The Committee is interested in your substantive feedback and possible alternative versions of the strategy map. We are also eager to hear about your experiences of the tool we offer here, as it is our intention to make sure this feedback round is not only about responding to the initial ideas of the Committee but above all also to engage you in the strategy design process – from the key driver and top-end human rights changes for rights holders, to the organizational objectives that will guarantee delivery of this work.

Please contact ISP manager Dirk Steen with any questions you have at d.steen@amnesty.nl

APPENDIX THREE: Progress, process & content

Our progress to date

Together, we have made impressive progress since the circulation of the first of the ISP Consultation Packs: "The World We See", in April this year.

- A number of sections have initiated in-depth consultations, including with external partners, and sent us the results of this first round of discussions. This has been high quality feedback, sometimes critical, always constructive and what is most encouraging is that we seem to be moving in the same direction! You can find the feedback on the ISP Consultation Space (see below).
- In May we launched a web-based survey to solicit inputs from those who have an interest in AI but who may not be actively engaged with us. The response rate is high and we have added new language versions (e.g. in Chinese and Russian) to enable a wide range of people to have their say on what AI's directions should be going forward. Our thanks go to those of you who are linking to the survey from your website and to those who have sent out links to your activists and your external partners.
- The interactive ISP Consultation space was launched this summer and can be found on the global AI Intranet at https://intranet.amnesty.org/wiki/display/ISPCON/Home. You can find all the relevant information on the ISP development process there including all the feedback from sections. Hopefully you will contribute to this space yourself!
- The ISP Committee itself has been working hard. It met from 6-8 June 2008 in London to build a first draft of the new ISP[7]. It reviewed responses to the first ISP Consultation Pack and it considered a summarized evaluation of AI's achievements and challenges under the current ISP (see below in Part Two of this Pack). The Committee also worked further on its analysis of the human rights challenges AI will face. On this basis the Committee proposed key directions for AI's human rights strategy and discussed the possible implications for AI's identity and organizational strategy.
- Smaller discussion meetings were convened to consider AI's Vision, Mission, Values and Competencies going forward and to explore and test the strategy mapping process we are setting out here in this Consultation Pack.
- The IEC itself dedicated half a day of its July meeting to consider in detail the issues that are presented to you here in this second Consultation Pack.

Developing the new ISP by attracting active participation

At the time of writing,

- **29** sections, structures and networks have provided written comments on Consultation Pack One; **12** having undertaken external consultations
- **More than 4,000** people have completed the ISP's on-line survey.

[7] You can read more on the outcomes of that meeting in our second update (POL 50/009/2008).

Next steps

We still have a lot of work ahead of us:

- The ISP Committee will continue to develop the final draft of the ISP, taking into account your feedback and under the direction of the IEC.
- Your inputs on Consultation Pack One will be used to develop further our perspective on the ISP's human rights strategy and your feedback on ISP Consultation Pack Two will then be used to refine a further version of the draft ISP.
- The IEC will discuss the draft ISP at its annual retreat meeting in September, together with the Chair of the ICM PrepCom, members of the ISP Committee, the Chair of the International Committee on Strengthening Democracy and the Chair of the Task Force on Assessment to Distribution.
- By the beginning of November we expect to have received extensive feedback from the movement on this Consultation Pack. This input, together with the outcomes of the IEC's Retreat meeting will be used to prepare proposals for consideration at the November meeting of the ISP Committee.
- This November meeting will concentrate on finalizing the draft of the next ISP that will then go to the IEC for its approval in the course of its December meeting. Adjustments will be made to the draft ISP after the IEC's December meeting, based on the IEC's input.
- In January, the proposed draft ISP will be issued to the movement as a 2009 ICM circular. Sections will be encouraged to consult widely on the draft of the ISP and to continue to feedback their reactions and suggestions into the IEC so that it can consider these matters as it finalizes the draft of the ISP that will be considered at the 2009 ICM.
- A meeting of Chairs, Directors, Treasurers and Finance Directors will consider critical issues at a joint meeting in March/April
- A final draft version of the ISP will be issued as an ICM circular in May/June.
- The ISP will be the central focus of the 2009 ICM where it will be discussed, debated, finalized and agreed.

The ICM-approved version of AI's next Integrated Strategic Plan will then be circulated to the movement and preparations will begin immediately for its implementation as of April 2010.

Fitting it all together

There are a number of other critical processes underway during this cycle and deliberately so (see Figure 2 below). The drafting of the next ISP gives the movement a rare opportunity to bring together issues on a number of fronts and align these with AI's human rights strategy so that AI is better placed to achieve the human rights impact it seeks. The key processes interacting with and feeding into the drafting of the next ISP include:

- **Strengthening AI's Democracy**

The *International Committee for Strengthening Democracy* (ICSD) has been appointed by the IEC in response to the 2007 ICM's Decision Two and it is tasked with developing proposals for the future of ICMs, the IEC, and for other bodies to which the movement assigns (or in the future may assign) governance decisions. Such bodies play a central role in the monitoring of the next ISP's implementation and in reviewing its priorities as time passes. Understanding, on the one hand, what will be required in the future by and of these bodies and, on the other hand, what the ISP will ask of these bodies is key to building a more complete picture of AI's future. For this reason the ISP Committee has established close contact with the ICSD, inviting its Chair (Daniel Garcia) to attend its June meeting and its discussion forum looking at AI's vision, mission, values and competencies. The two committees will continue to work closely together as the draft ISP is finalized.

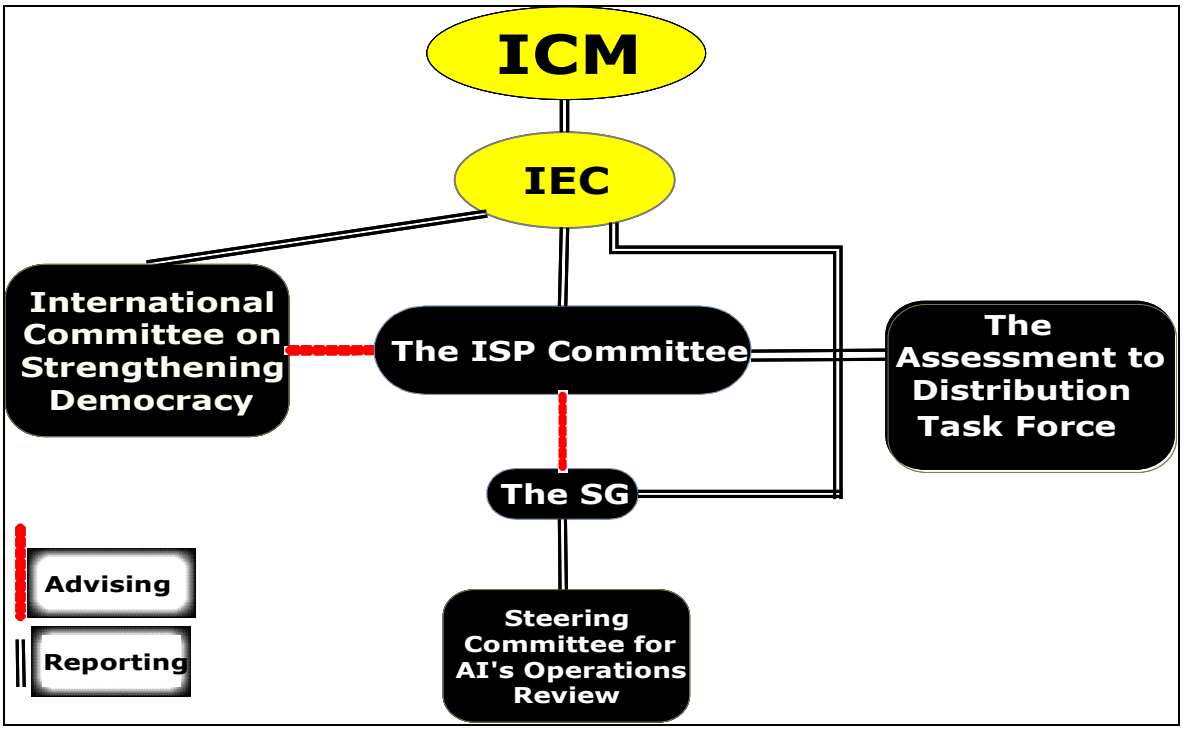

Figure App. 3.1: Key organizational processes feeding to the drafting of AI's next ISP

- **Moving from *Assessment* to *Distribution***

The financial aspects of the new ISP will be central to AI's success and raise questions about how AI wishes, for example, to grow its income, to distribute its resources, to be fully and publicly accountable and to demonstrate a clear connection between the money it raises and the human rights impact that it achieves. The IEC is particularly keen to ensure the next ISP integrates the movement's resources with its planned activities more effectively than it has in the past.

Specifically, the IEC has established a *Taskforce* to advise the ISP Committee on the new ISP's financial strategy and to take forward the ICM decision to shift from the current (income) *Assessment* system to a new *Distribution* system. The

Taskforce will develop initiatives to standardize AI's financial processes and will propose methodologies and mechanisms for deciding strategically on the distribution of AI's income in the future.

To ensure the work of the Taskforce prepares the way for more effective implementation of the ISP, it reports to the ISP Committee. This means not only that the content of the next ISP is being drafted for the approval of the 2009 ICM, its overall "cost" is being addressed more explicitly as are proposals for better ensuring that AI's resources support the Plan's implementation globally.

- **Reviewing AI's Operations**

Is AI "fit for purpose?"- This was the first of the questions that the ISP Committee asked as it considered how AI should engage with the human rights challenges in the next ISP. More effective delivery of the next ISP will require greater operational effectiveness and with this in mind the Committee recommended that the Secretary General initiate a review of AI's operations.

Working with the not-for-profit arm of *Accenture*, a global management consultancy, a steering committee chaired by the Secretary General and composed of section directors and IS senior management is guiding the *AI Operations Review*, considering how key processes and systems operate across the movement and identifying possibilities for operational improvements. The Review is scheduled to finalize its recommendations in October this year and will pass its key findings onto the ISP committee for its consideration as it drafts the new ISP.

Key reports will emerge from these processes in the period leading up to the next ICM, generating advice and recommendations for the ICM's consideration as appropriate. In the months and weeks prior to the ICM, the IEC will continue to communicate with the movement about how these matters fit together and their implications for AI.

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