

Preparing the next ISP

Consultation Pack One

The World We See

**AMNESTY
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From: The ISP Committee

March 2008

1. Introduction:

Welcome to the first Consultation Pack of AI's Integrated Strategic Plan (ISP) consultation process. This Consultation Pack, which is being issued by the ISP Committee to all sections/structures, is one of three Packs to be issued along the way to a new Integrated Strategic Plan (ISP) for Amnesty International.

i. An overview of the ISP Consultation Process.

In this first Consultation Pack our focus is on the world at large. We want to focus on the global context for AI's human rights work, looking at the world as it is now and as it may develop in the years to come. To assist us all in this task, we have developed a basic analysis of the world as we see it and as it may become (see next section). We call this analysis a "World Map" and we invite you to engage with and react to this overview.

We are asking you to check the World Map to see if it reflects your own understanding of AI's context and then we are asking you to think about what human rights results AI should strive for in this world.

Then, after the June 2008 ISP Committee meeting, we will issue you a second Consultation Pack dealing with *AI's Role in the World*. At this stage we will also provide you with a first draft of the next ISP. However, we will be asking you to focus in particular on the issues inside AI that need to be addressed in order that we improve the quality of human rights work. We hope that you will be able to respond to this first draft of the ISP by the end of October this year.

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Then, once we have absorbed your feedback and completed other work, we will forward a second more comprehensive draft to the IEC for review at their December 2008 meeting.

The final draft that the IEC approves will then be forwarded to the movement in the form of a circular to the 2009 International Council Meeting (ICM).

In sum, the timeline we are following looks something like this:

- Consultation Pack One - *The World We See*: Give us your feedback before 31 May 2008.
- Consultation Pack Two - *AI's Role in the World*: Issued by September; give us your feedback by 31 October.
- Consultation Pack Three - *The draft ISP*: Issued in January 2009; give us your feedback before April 2009.

In 2008, through this ISP process we have some challenging work to do but we hope we can all engage with this challenge with creativity and energy and along the way not only design the best plan for AI but learn, develop new partnerships and even have some fun too!

ii. Other work being undertaken for the ISP Committee

As an outcome of its meeting held 8-10 February, the ISP Committee has initiated further research and advice on other topics, including:

- Further study of specific global issues (e.g. the issue of climate change) with a view to establishing more clearly what opportunities and threats for human rights may arise.
- A review of AI's vision, mission and values (these are set out in AI's Statute) and of the competencies AI needs, to ensure that AI is still "fit for purpose" given the challenges the world poses us.
- A review of AI's operating model including the cluster of systems, structures and processes that determine "how AI works" such as AI's overall architecture and its systems of planning, resource and people management and governance, its tactics etc.

As it undertakes this work, the ISP Committee, with the help of the IS, will engage with external experts and partners at the global level. Your inputs as sections/structures will complement these processes too, enriching our global consultation efforts with perspectives from the regional, national and local levels. And with this in mind, we hope to provide you with some preliminary findings from this work in Consultation Pack Two.

iii. Other processes relevant to drafting the next ISP

During 2008 there is other work underway that is closely connected to the next ISP:

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- The Chairs Forum (CF) to be held in April will be an important milestone in the ISP consultation process and we look forward to the opportunity given us in the CF agenda by the CF Steering Committee to begin focused discussion with the movement’s leaders.
- The work on “From Assessment to Distribution” which will be discussed at the coming International Finance Meeting;
- Work in the area of movement wide operational planning;
- The work of the Committee on “Strengthening AI’s Democracy”;
- Work related to assessing the (mid-term) results of the current ISP

Each of these processes will have outcomes relevant to the next ISP and we hope to be able to take this on board as the year progresses.

Now, on with the main purpose of Consultation Pack One: which is to find out what you see!

1. The World We See: Key questions

In this first Consultation Pack we are concerned with the world as we see it and wondering about the challenges and opportunities this world poses for human rights. We also want to take a first look at the role AI might play in this world.

At the outset, we want to stress the importance of opening up your section's/structure's ISP consultation processes to include the participation of and inputs from "outsiders". Please arrange for the participation of both your internal stakeholders (your members, staff and activists) and your external partners in this "mapping the world" exercise.

Step One: Look at the Map of the "World We See"

The first step is to consider the narrative map of the "World We See" which you will find in the form of a discussion paper appended to this document.

Step Two: Challenge the Map

The second step is to consider the following key questions:

a) How do you see the world?

- Is this a complete picture? What key issues have we missed out?
- What issues will be key in your regional or national context in the coming years?
- Which of these global and or regional/national issues are most important?

b) In the world you see, what threatens human rights and what will enhance human rights?

- What do you see as the major threats and opportunities for human rights in the coming years?
 - What are key sources of change?
 - Who are key players?
 - Are there different scenarios that we should take into account?

c) Given the world we see, on what issues should AI work?

Dare to be visionary:

- What should be the top three issues for AI on which by the end of the ISP, we could make a real difference? What would our success look like?

And now, be courageous:

- Are there areas of work that AI should move away from to help it adjust to a changing world and to enable it to focus?

Step Three: Tell us what you think

Tell us what you are thinking ...

Please tell us what you think about our narrative map of the World We See and what you think in response to the questions we have posed.

In your answers, you may find it helpful to include your initial reflections about what you think will happen to civil society organizations in this world and about what AI's specific role should be in the coming years. You may want to think about how social change we work in this world and to reflect on the implications all this holds for our mission, our values and working methods.

In other words, you may want also want to answer: *What is or should be AI's unique contribution in the world?*

We will use all your answers in our preparation of the second ISP Consultation Pack. The Second Pack will ask us all to look more closely at AI's role and place and to consider the issues that AI should address if we are to have more impact on human rights.

Step Four: Tell us what else you think we should take a look at

There is so much information out there. Please tell us about any relevant challenging, disturbing, original and accessible sources of analysis or information that you think may help us in our thinking about the world ahead or the key human rights issues we will face: essays or newspaper articles; television interviews, documentaries or pod casts; maybe opinion polls or survey data.

Tell us where to go ...

Please tell us what you think we should be reading, watching or listening to: Write a short summary of your favourite source: What is it about? Where can we find it? Why is it urgent for everyone to know about it?

Step Five: Tell us who else you are talking to or have talked with – and what they told you.

- **Talk to those outside AI**

We encourage you to engage with your partners locally: with academics, NGOs, with your critical friends or with AI's critics, with potential and actual funders etc. Designing a new long-term strategy is not a *business as usual* task. So invite external partners and critics to your national or regional meetings to sharpen your insights, to provoke and to challenge those cherished and long held assumptions...In other words let's talk to as many of our stakeholders as possible.

Given the breadth of the task at hand, you should consider engaging with those not normally on your radar, e.g. environmental NGOs, or development NGOs and/or organizations active in the field of disaster relief. Be sure to take some time to explain AI's current mission (as per 2007 ICM) and the process we are following to design our strategy.

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You could also use innovative ways to bring internal and external stakeholders together:

- You could organize, for example, a round-table discussion with external guests and focussing on the key questions above.
- You hold a seminar with external input to build on the activities you are planning for the celebration of 60 years of the UDHR, linking the key questions above to a debate on the 'state of the world' after 60 years of UDHR and the opportunities and challenges ahead.

You may have contacts in national offices of international NGOs or with NGOs and human rights defenders in other countries than your own. Please feel free to engage with these but be aware:

- AI at the international level may also be in contact with international NGOs. Please also take into consideration that you may be engaging with stakeholders that another section or structure or an IS research team is working with. In all these cases please take the trouble to inform your AI colleagues about your plans and please listen to their advice.
- In addition: when contacting stakeholders in other countries than your own, make sure you carefully explain the purpose of the consultation, the very early stage we are in and what we will do with their inputs. For example, we are not drafting a plan right now but we are mapping the world around us, taking up analysis and opinions from as many stakeholders as we can. At a later stage AI will decide on the shape and detail of its plan.

Go on: Be creative!

To help you with this first consultation period, we have up to seven grants of up to €1,500 available to support the most innovative and effective (external) consultation activity. This is aimed at those of us who have got the bright ideas but not the money!

Your activity has to take place before 31 May 2008.

So tell us what you plan to do and how this will benefit the ISP process. We will share your plans with the rest of the movement for their inspiration!

You can apply by sending in a one-page proposal to Claire Smith (clairesmitholu@amnesty.org) before 28 March. We will select the lucky sections/structures by end of the first week of April so you can implement your activity before 31 May

• **Talk to those inside AI**

In the coming months many sections and structures will hold their Annual General Meetings. These are ideal opportunities to engage your active membership on the key questions.

You may also want to organise separate regional or national meetings dedicated to this process.

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When we talk about consulting within AI, too often we limit ourselves to a core group of members who like to attend meetings! This time we want you to consider how best to engage your wider group of supporters and, as we are talking future here, we urge you to give specific attention to your youth membership!

To facilitate this process, we will provide you with a questionnaire in March that you could use online or via email to reach out to broader parts of your constituency.

Tell us who you're talking to ... And what are they saying?

Please give us a short summary of who you will be talking with (inside and outside AI) and how. And if possible let us know what you are hearing.

Your great ideas can be used to inspire others too.

Step Six: Tell us what else you think we should take a look at

Your ideas, suggestions, and questions are more than welcome. Please contact the ISP Manager Dirk Steen at d.steen@amnesty.nl with anything you think we need to know to make this consultation effective, inspiring and worthwhile.

**And please do not forget: the deadline for your response to
Consultation Pack One is 31 May 2008!**

This will ensure we can fully consider all your inputs in time for the June meeting of the ISP Committee. But be assured: The consultation process is ongoing. We will consider all input from this first Consultation Pack no matter what date they come in but if these arrive after 31 May we will do so later in the process.

Send your feedback to Claire Smith at the IS: clairesmitholu@amnesty.org

What next in this consultation round?

Over the next few weeks we will send you the online questionnaire that you can use to reach out to your wider membership. And as you are working on this first Consultation Pack we are setting up an online resource centre for the ISP consultation process where we will post your feedback and other resources and will open up options for interaction too.

You will hear from us before long!

With warm wishes from the ISP Committee:

Paul Hoffman, ISP Committee Chair

Lilian Gonçalves - Ho Kang You and David Stamps, IEC liaisons to the ISP Committee

Irene Khan, Secretary General

Appendices: The World We See; Power Point version of the World We See

The World We See

Mapping the Context for AI's next ISP

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From: The ISP Committee

At March 2008

1. Setting out the strategic context for preparation of the next ISP

As we begin our work together to prepare Amnesty International's next Integrated Strategic Plan (ISP), the ISP Committee would like to share with you this paper which provides some contextual material for our forthcoming discussions. We look forward to your reactions, comments and suggestions on the issues it identifies. The paper describes:

- Some key world trends affecting human rights
- Some organizational data relevant to Amnesty International

2. The External World: *Looking ahead, what do we see?*

If AI is to position itself for effective human rights work in the second decade of this century, we must consider carefully the nature of the world in which we will seek to act and the implications that external context has for our operations and our priorities.

So, what do we see as the key characteristics of that world? We see a world in flux: a world in contest, confusion and, in far too many places, in conflict. But we also see an increasingly interconnected and interdependent world in which global problems require global solutions and in which there are both opportunities as well as challenges for promoting and upholding human rights.

Possible implications for the next ISP?

Human rights will be a key tool in managing both the positive and negative aspects of an increasingly independent and interconnected world and this ought to be the thrust of AI's next strategy.

2.1 Political re-configuration

Terrorism and climate change are two dominant issues on the international political agenda. While the former has divided governments and communities, the latter appears to be generating space for international cooperation.

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Divisions between the West and the “non-West” are bringing familiar and unfamiliar challenges to human rights. The moral authority of western governments is at an all time low, particularly in the Islamic world. *The United States Administration*, overstretched and overwhelmed by its military adventures and counter-terrorism strategy, is being challenged at home and abroad. The 2008 Presidential elections will bring about a change of Administration but whether that will lead to a significant change in direction remains to be seen. Hamstrung by the different views of its member states, the *European Union* is likely to continue to punch below its weight on human rights and foreign policy issues. *Russia* is increasingly reasserting its authority as it slips further into a retrogressive pattern on human rights. *China, India* and *Brazil* are emerging as global players, forging new political and economic alliances with nations from Asia, Africa and Latin America, but their allegiance to international human rights standards remains unclear and erratic. The impact of the “non-state” actor on human rights, whether corporate or extremist, is rising. Extremist violence from groups like al Qaeda is increasing with devastating consequences on human rights. US-led counter-terrorism strategies are doing little to curb their violence and much to erode human rights and aggravate anti-western sentiments.

While democratic elections are on the rise, good governance is undermined by *corruption, conflict* and the failure by governments to tackle *poverty*. The disappointments of democracy are apparent in parts of the former Soviet Union, South Asia and Latin America. However, the call for pluralism and greater transparency and accountability of governments is gaining ground around the world.

Armed conflicts are on decline globally but many parts of the world remain vulnerable to volatile change, tension and insecurity resulting from a mix of weak government, lagging economy, discontented minorities, religious extremism and disaffected youth.

Climate change and the *growing demands for natural resources*, including land and water, are planting seeds for future conflicts or aggravating existing ones, as in Darfur and generating massive displacement. Thriving on historical grievances, economic interests and the proliferation of small arms and conventional weapons, forgotten and intractable conflicts plague parts of Africa, the Middle East and Asia.

As *the UN* struggles to respond to problems of peace-making and peace-keeping, regional organizations, such as the African Union, are expanding their remit in the area of security and conflict resolution.

Weapons of mass destruction and armed conflict dominate the international political agenda and little attention is given to the fact that *violence against women* causes more casualties than war.

Possible implications for the next ISP?

- *The new political configurations require AI to develop new approaches to campaigning and advocacy and new alliances and support bases in parts of the world where AI is not well rooted or well recognized, such as India, China, Brazil and Russia.*
- *AI, recognizing the shifting power and role of the UN, must revitalize its strategies to address regional/supra-state organizations like EU, AU, OAS, ASEAN and the Arab League.*
- *Flexibility will be key to AI's operational effectiveness. This requires that AI develop capacity for both rapid crisis response as well as more sustained longer term campaigning on intractable conflicts.*
- *Diversity of AI's membership and supporter base is not just a moral imperative but a political and operational necessity.*

2.2 Economic globalization

Globalization – the growing interconnectedness created by expanding flows of information, technology, capital, goods, services, and people throughout the world – is bringing greater

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opportunity and wealth for millions but also deepening inequality, exclusion and marginalization, both between countries and within communities. Large pockets of poverty persist even in the richest parts of the world. Countries and groups left behind will face deepening economic stagnation, political instability, and cultural alienation. Unfortunately, the world does not seem to have the appropriate tools to manage globalization, neither in the sense of using its opportunities, nor in the sense of addressing its negative aspects.

A competitive global economy has led to new structures and alliances for *trade and development*, but without respect for human rights for all, the benefits are skewed in favour of the powerful and the privileged.

Multilateral financial institutions such as the World Bank and other IFIs¹ whose own record of human rights promotion are far from glowing, are seen by many to be headed for turbulent times as countries in the global South assert themselves economically, offering alternative so-called “rogue aid” or alternative sources of lending entirely free of human rights-conditionalities; China, Saudi Arabia and Venezuela being among the key examples.

Macroeconomic stability is by no means guaranteed globally and simply absent in many of the countries where human rights are most under attack (i.e. countries that today include Zimbabwe; Myanmar; Palestine/Occupied Territories). High inflation, mounting fiscal deficits and fluctuating exchange rates wreck havoc on public sector spending and thus on the lives of the poor. This is particularly so where the military or industrial oligarchs have a grip on public spending and central bank credit. However the rule of law will continue to be advocated by economic actors as the key to satisfactory economic performance, especially as it applies to commercial dealings: property rights, contract rights, and honest administrative and judicial systems.

With 75% of the poor being *women*, the feminization of poverty is likely to worsen, unless radical measures are taken to close the gender equality gap. And, there are micro-economic challenges too. For example, in rural economies, especially in agriculture, women's access to land will be a basic factor in food security. The visibility of women farmers is too low and yet in changing socio-economic environments, women are becoming heads of rural households at an accelerating rate with their economic roles and contributions increasing, but without receiving their full rights. Most land-use certificates are issued in men's names only restricting women's access to not only land, but also to credit and support services, while in many places inheritance laws still discriminate against women. Women's equal access to, and participation in, decision-making at all levels will be a key element to ensuring equal economic opportunities, including access to land and other natural resources.

The interface of threat and opportunity between *business* and human rights is increasing. Efforts to establish international binding standards for corporate accountability for human rights are likely to suffer a setback as corporations and governments collude to avoid or water down international initiatives. At the same time, voluntary and philanthropic partnerships among governments, businesses, and civil society to promote corporate social responsibility are expanding. Through a combination of protection of profit and protection of societies, business and civil society respectively will increase pressure on the state and multi-lateral institutions. As the world opens up however, many states will try to close in - to protect themselves from what they see as the negative aspects of an interconnected world - open trade, irregular migration and organised crime. And, in reality the two pillars of the “modern world”: electoral democracy and the economy – simply don't deliver for the majority of the world's populations.

¹ International Financial Institutions usually understood to include the so-called Bretton Woods institutions.

Possible implications for the next ISP?

- *AI needs to better understand the relationship between investment, economics and human rights.*
- *As business and governments coordinate their efforts across borders, AI must develop a trans-national and well-coordinated agenda for research and action on business and human rights.*
- *AI's work on women's human rights needs to be expanded beyond gender violence to include gender discrimination and the empowerment of women and girls.*

2.3 The human face of climate change²

Rising demands for *energy* in emerging economies, such as China, are leading to ever aggressive policies to find new sources for oil and minerals that are damaging the environment, and endangering many lives and livelihoods, particularly of the poorest.

Awareness about the dangers of *climate change* is increasing with adverse impacts predicted in terms of access to clean water, access to sufficient food, health conditions, ecosystem resources and the security of human settlements. Policy makers are beginning to link these changes to the threats of dramatic population migration, conflict and wars over water and other resources and even the realignment of power among nations.

Vulnerability to these consequences of climate change is greatest for the poorest and *successful adaptation* for any and all complicated by such as armed conflict, poverty and unequal access to resources, food insecurity, and incidence of diseases such as HIV/AIDS. Of course, societies have a long record of managing the impacts of weather- and climate-related events however unprecedented *adaptation* measures will be required and adaptive capacity, which is intimately connected to social and economic status, is unevenly distributed across and within societies.

To date there is little understanding, even among human rights groups, of the relationship between climate change, its potential impact on the lives of individuals and the implications for human rights.

Possible implications for the next ISP?

- *Climate change is bringing the severest impacts for the poor and marginalized making it of immediate relevance to AI's work on human rights and poverty, in particular its Dignity Campaign.*
- *AI must be ready to respond to the impact that environmental damage and climate change will have on human rights.*

2.4 Urbanization & the Mega-city³

In 2008, the world reaches an invisible but significant milestone: For the first time in history, more than half its population, 3.3 billion people, will be living in urban areas. By 2030, this is expected to swell to almost 5 billion. Between 2000 and 2030, the world's urban population is expected to increase by 72 per cent, while the built-up areas of cities of 100,000 people or more could increase by 175 per cent.

As mega cities develop in countries experiencing rapid economic growth, large *slums* are becoming the visible symbols of disparity, desperation and human rights abuse. Sprawling urban spaces will also bring crime and violence. The affluent middle and upper classes will wall themselves in and pay for private security that can itself be a source of increased violence and

² This section is based on the Intergovernmental Panel on Climate Change (IPCC), Fourth Assessment Report: Climate Change 2007 (The IPCC was awarded the 2007 Nobel Peace Prize)

³ This section is based on the UNFPA State of the World Population 2007 – Unleashing the Potential of Urban Growth

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disrespect for human rights. Policymakers will continue to work against rural-urban migration using tactics such as house destruction, forced displacement, eviction of squatters and denial of services

This urban future will require sustainable urban development and effective urban growth reduction which will occur only if gender equity and equality is promoted and reproductive health rights respected.

Possible implications for the next ISP?

- *What happens to and in urban centers in the coming years will have a dramatic impact on AI's human rights concerns and human rights must be at the heart of efforts to make these sustainable.*
- *The spreading urban sprawl of the coming decade with its potential to exacerbate human rights violations against the most vulnerable must be factored into AI's work on poverty and discrimination.*

2.5 Revolution in technology and in science

The world continues to undergo revolutionary changes in *information and communication technologies* (ICT), but the benefits of instant connectivity, communication and learning are empowering the best as well as the worst of us: civil society, business and governments as well as armed groups and criminals.

"Borderless" media carry voices, opinion and messages around the world at the speed of light. But for all the multiplicity of channels, the concentration of media ownership in the hands of a few limits the content of such messages.

New opportunities for bearing witness to human rights abuses are multiplying through *new technology*. The recent uprising in Myanmar showed the power of citizenship journalism, where ordinary people, using telephone-based cameras can record and disseminate evidence of atrocities in real time. *Satellite technology* offers new methods of exposing mass violations in remote, inaccessible areas, but also generates new threats to the right to privacy of individuals.

As ICT empowers people, some governments, like China, Tunisia, Egypt and Iran, are responding with new restrictions, making the internet the new frontier in the struggle for freedom of expression.

A marked *"digital" divide* exists but it does not mirror the "paper" divide and the trend is for the world's online population to become more nationally and culturally diverse. Societies with advanced communications generally will worry about threats to individual privacy while others will worry about the spread of "cultural contamination."

In a world drowning in a sea of information, floating one's own message to the top will become tougher. But the virtual network also creates a greater sense of *global citizenship*, cutting across national, ethnic, sectarian, or other divides. New technologies and communication tools are fast becoming essential infrastructure for *activism* enabling collaboration across distance and organizational boundaries unlike the past.

In the field of science, new discoveries bring new opportunities but also ethical dilemmas. New advances in healthcare are bringing about demands for a more equitable distribution of its benefits. However, as biotechnology becomes more widely available, its potential misuse also increases with the risk of biological weapons and "dirty" bombs. Comprehensive genetic profiling, is spurring grave *ethical and privacy concerns*, calling into question the "human" in "human rights."

Possible implications for the next ISP?

- *AI needs to develop a movement-wide communications strategy to respond effectively in a crowded, highly competitive, fast-changing communications environment.*
- *AI needs to invest in technical infrastructure to communicate as one movement, and plan jointly to enhance impact and achieve economies of scale.*
- *AI needs to be prepared to deal with new ethical issues at the frontier of human rights knowledge.*

2.6 The demographics of change

Population movements, voluntary and involuntary, within countries and across regions, are on the rise, pushed by economic, social, environmental and political factors. As noted above, for the first time in the history of mankind, those living in urban areas have outnumbered those living in rural areas.

As ease of travel and labour shortages generate ever higher levels of *international migration*, more and more countries are confronted with issues of *multiculturalism* and the challenges of integration, tolerance and diversity. Tensions between western secular values and Islam are aggravated by a resurgence of religious fundamentalism, identity politics and extremist political violence, on one side, and counter-terrorism strategies and refugee/migration policies that erode human rights and encourage discrimination, racism and xenophobia. However, in many instances, culturally persecuted individuals and communities find little recourse in the existing framework of human rights protection and the tensions surrounding cultural relativism versus universal human rights will persist.

Predominantly *young populations* in the developing world (Middle, East, Africa, Asia, Latin America) contrast sharply with the *aging demographic pattern* in the global North and West. In some African countries, the large number of AIDS related adult deaths creates an unprecedented number of child-headed households and orphans, raising issues of social and political stability as well as child rights and welfare. These changing demographic patterns bring new challenges as well as for mobilization of human rights activists.

Possible implications for the next ISP?

- *Diversity and global presence are imperative for AI's effectiveness and impact. AI needs to examine new opportunities for diversity brought by diasporas, the Internet, etc.*
- *Strategic partnerships and coalitions need to be built with other organizations for growth and global presence as well as campaigns.*

2.7 Social change and popular mobilization

Urbanization, migration and demographic patterns, changing lifestyles, including in particular the role of women, and the information technology revolution create new challenges and opportunities for mass mobilization, activism and philanthropy. Familiar patterns of *social networks* are being replaced with new ones, sometimes in virtual forms, such as “Facebook” and “Myspace”.

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. With the reduction of state provided social services, the number and size of NGOs providing basic social services is on the rise. However, the capacity, ability and willingness of civil society groups to advocate for policy change vary.

Large-scale mobilization of public opinion by civil society is a powerful vector for change. The power of civil society to change public and governmental attitudes has been proven through mass mobilization on such issues as land mines, small arms, poverty and climate change.

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The important role of *human rights defenders* is acknowledged at the international level and in many countries but their influence is still nascent in most parts of the developing world. Overall, human rights groups represent only a small part of civil society advocates around the world. There is need for stronger and more effective collaboration between human rights groups and other social activists.

Philanthropy – the giving to causes through donation of labour and money – is also undergoing tremendous change. As social networks breakdown and re-group, volunteering time for charitable or social causes is on the decline in most western societies, but the trend of financial giving is on the rise. However, more and more individuals are “shopping” around for the best “investment” they can make and many are devoted to multiple causes. Extremely wealthy individuals, like Gates, Buffet, Soros and Turner, are setting the social agenda through very large gifts to their specific causes.

There is growing scrutiny of NGOs for *accountability*, transparency, good governance and effectiveness as key performance indicators.

Possible implications for the next ISP?

- *AI's core business model is to invest in social capital (i.e. mobilize people) in order to bring about human rights change. As social changes destroy and rebuild social capital, AI needs to re-examine how best to mobilize people.*
- *More priority needs to be given by the entire AI movement to improving governance and developing better reporting and accountability to external as well as internal stakeholders.*

3. The Internal World: *Understanding Ourselves*

3.1 Is AI's organizational framework “fit for purpose”?

AI's purpose and what we stand for has evolved over time, most recently through decisions taken by the AI movement in 2001 and in 2007 to expand its work to cover all human rights. The key challenge of the new ISP will be to make strategic choices within the parameters of that mission.

AI's vision, mission, core values and working methods are set out in its Statute⁴ which also sets out AI's organizational building blocks, defining itself as “*an organization based on worldwide voluntary membership*” and consisting of “*sections, structures, international networks, affiliated groups and international members*” whose “*day-to-day affairs*” are “*conducted by the International Secretariat headed by a Secretary General under the direction of the International Executive Committee*”.

However, as successive ICM have discussed, there are signs that AI's operational model and working assumptions are not delivering the change we wish to see in the external world. The 2007 ICM, for example, debated the implications of data to be found in the State of the Movement report⁵ which suggested that while AI's human rights concerns in Africa had increased, AI's activism on those concerns had declined.

The 2007 ICM resolved to ask the IEC to “work on a dynamic international organizational architecture where the roles of AI entities and operational divisions of labour are competency-based, so as to make the organization as efficient and effective as possible”.⁶

⁴ Statute of Amnesty International as amended by the 28th International Council, meeting in Morelos, Mexico, 11 to 17 August 2007

⁵ State of the Movement report, Circular 33, 2007 ICM AI Index: ORG 50/025/2007

⁶ Decision 1, 2007 ICM “One Amnesty: Strengthening AI's Global Planning”

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Possible implications for the next ISP?

- Given the world of human rights that AI faces going into the future, what should be the key characteristics of AI as an organization?
- Is the operating model on which AI is based still relevant and effective?

3.2 Internal Indicators of AI's current identity, income and capacity

Analysis of AI's identity, income, capacity and performance will be crucial to the design of the new ISP. The State of the Movement report (2007 ICM Circular 33, AI Index: ORG 50/025/2007) provides some challenging insights about AI's current performance.

3.2.1 Membership and Income

At last count⁷ the movement had approximately 2.2 million members and supporters worldwide.⁸ This number has grown considerably since 2001, when AI reported 1.5 million members and supporters.⁹ And, according to the most recent movement-wide data, the movement's total income had increased from 89 million Euros in 1996 to 181 million Euros in 2005.¹⁰

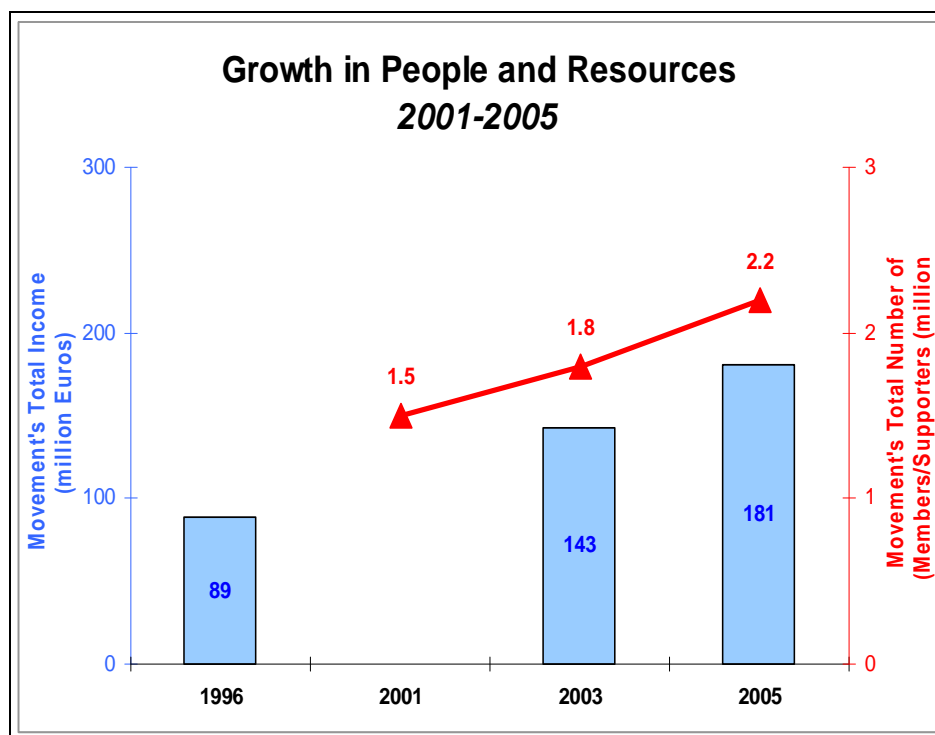


Figure 1: AI's growth in money and people

⁷ Based on 2005/06 Standard Financial Reports and International Mobilization Trust applications submitted by sections and structures in 2006/07.

⁸ Definition of individual members can be found in Article 15 of "Statute of Amnesty International", available at www.amnesty.org. Supporters include mostly financial donors who made monetary contributions to the movement in the last year. Most of these supporters donate on a monthly basis.

⁹ Majority of the growth comes from increase in supporters.

¹⁰ The 10 largest sections accounted for 83% of the movement's total income in 2005.

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3.2.2 Section and Structures

AI has a total of 73 sections and structures based in 71 countries¹¹. AI also has members and supporters in countries where it does not have a section or structure.¹²

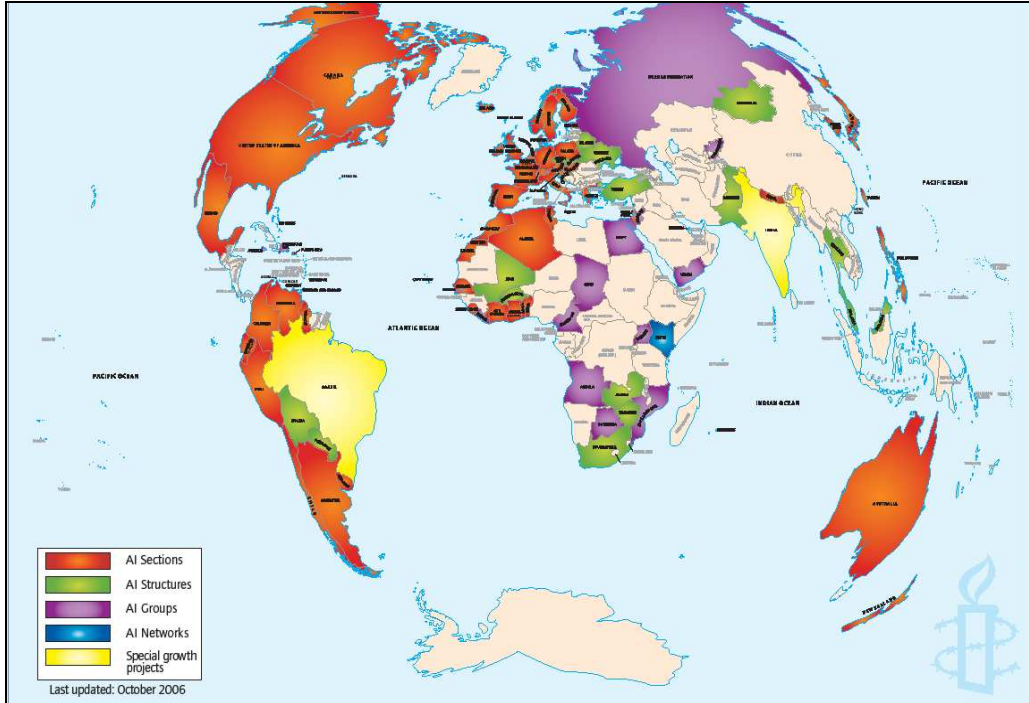


Figure 2: AI in the World

3.2.3 AI’s Demographic Identity

AI’s aspiration is to be “a global community of human rights defenders” and “an organization based on worldwide voluntary membership”¹³. However, an analysis of the organizational data shows the reality forms a different picture.

3.2.3.1 AI’s Ethnicity: North vs. South/East¹⁴

The 71 countries in which AI sections and structures are located are home to 46% (3 billion) of the world’s population (6.5 billion). However, the global South/East which is home to 86% of the world’s population, is also home to only 54,000 (2.4%) of AI’s members and (recognized) supporters. 98% of AI’s members and (recognized) supporters reside in the global North.

¹¹ Canada has two sections (English and French), as does Belgium (French and Flemish).

¹² Over 5,000 individuals signed up as members and supporters through the International Secretariat’s website.

¹³ From the “Statute of Amnesty International”, Articles 2 and 5

¹⁴ The “North” includes countries in northern and Western Europe, USA, Canada, Australia, New Zealand and Japan. AI is represented in the North by 23 sections (in 21 countries), and these sections account for 99% of the movement’s total income (see the section below called “Are We Growing?” for more details on the movement’s income). The “South/East” includes all other sections, structures and projects (50).

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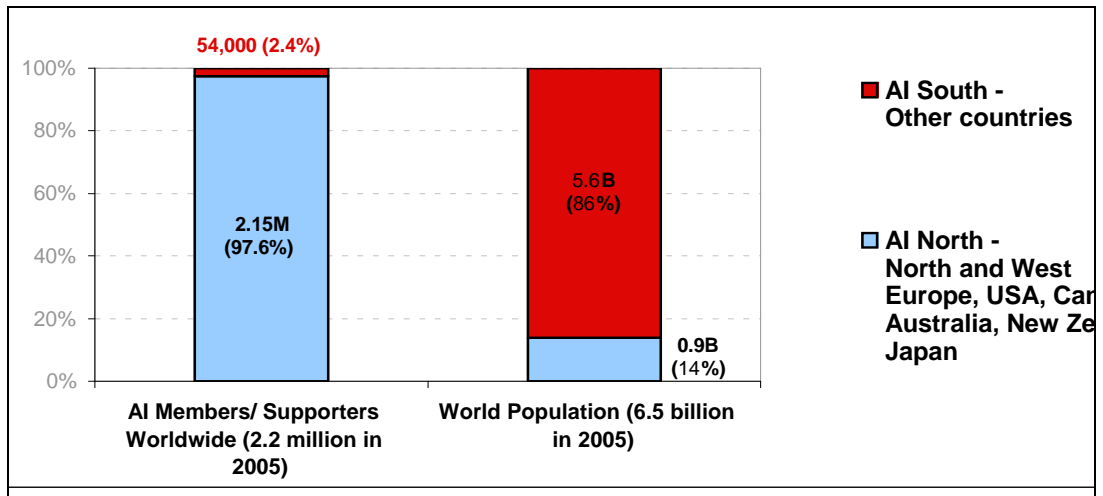


Figure 3: AI North and South/East

3.2.3.2 AI's Gender¹⁵

About 56% of AI's members and supporters are female. Currently, our international leadership also has slightly more females than males (55:45). But at section and structure level male leaders (directors and chairs) outnumber their female counterparts by a two to one ratio (65:35).

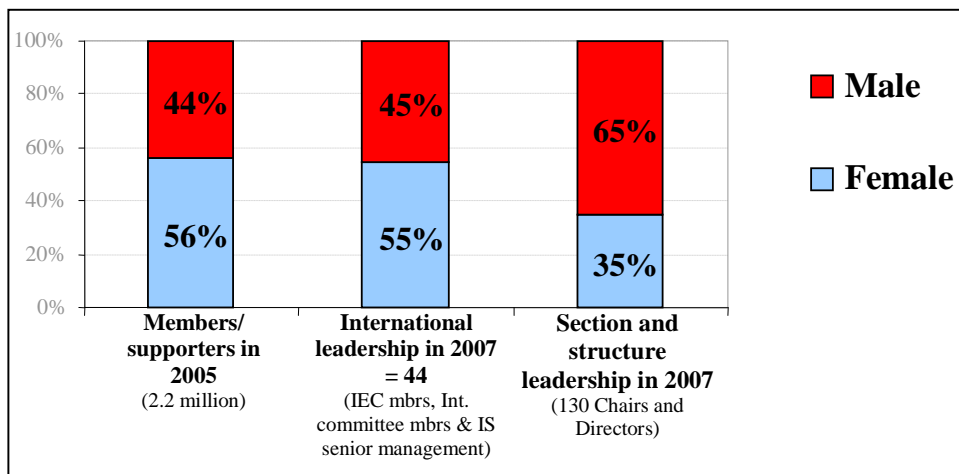


Figure 4: AI's Gender - Membership and leadership

¹⁵ Estimates are based on data from the 19 sections which provided approximate totals of the gender split of their members and supporters in their Standard Financial Reports. These 19 sections collectively account for 2.1 million members and supporters (93% of the 2.2 million of movement's total).

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In all regions male leaders outnumber their female colleagues.

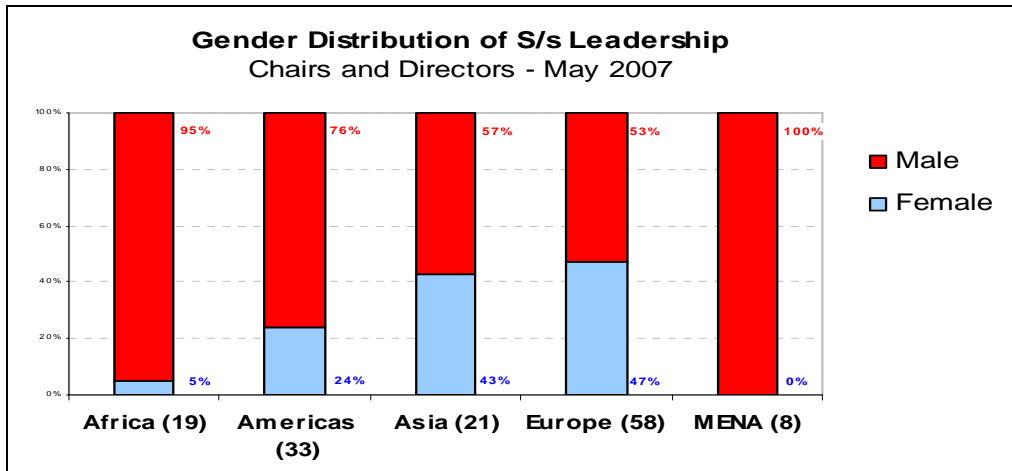


Figure 5: AI's Gender – Leadership and region

3.2.3.3 AI's Age¹⁶

AI has more elderly (20%) people as members and supporters than it does young people (9%). However, about seven out of ten of our members and supporters fall into the age range of the broader population that are currently part of the labour force.

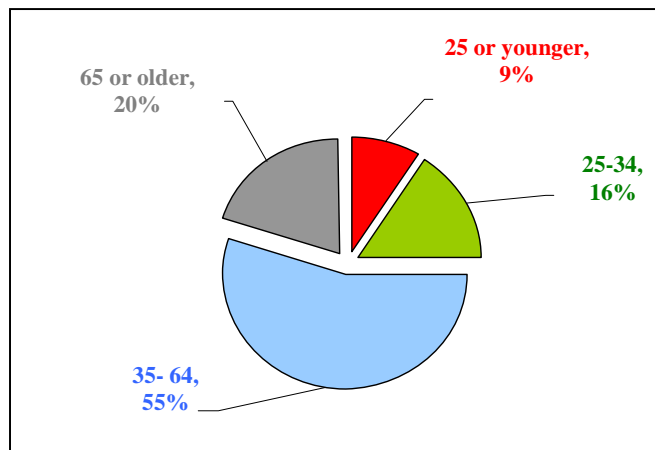


Figure 6: Age of AI's membership globally¹⁷

Members and supporters in Australia are younger (37% aged <35; 8%>65) than those in Europe (27% <35; 17%>65) or North America (20% <25; 29%>65).

¹⁶ Figures are based on data from the 14 sections which provided their estimates of the age breakdown (percentages) of their members and supporters in their Standard Financial Reports. These 14 sections collectively account for 1.9 million members and supporters (86% of the 2.2 million of movement's total). No figures are available for sections/structures in South Americas, Middle East and North Africa, Africa or Asia.

¹⁷ See previous footnote for limitations of these data.

Possible implications for the next ISP?

- How important are AI's identity, geographical presence and human and financial resources to its human rights effectiveness in the coming years?
- In these areas, what targets would you set for AI in the coming years? Why?
- Are there other important measures that we should be assessing?

3.3 External Indicators of AI's current identity, income and capacity

3.3.1 Public Trust in AI

An aspect of AI's capacity and a resource that it draws on continuously (though not always consciously) is its reputation and "brand recognition". Some external indicators and benchmarks exist by which to weigh its relative worth or power.

For example, the *Edelman Survey* is an independent survey carried out annually among "the elites" (roughly the top 5-10% of the general population in terms of income and education) in 18 countries to judge public trust in public and private institutions. AI is one of the organizations which this survey lists as a "benchmark NGO".

Among other questions, respondents are asked if they would trust AI to "do the right thing". Country-level results are weighted by corresponding population sizes.

The findings of the 2006 *Edelman Survey* were that:

- A majority (60%) of the upper-middle class in the North reported that they trust AI would do the right thing. The level of trust in the South/East is only slightly less (50%).
- While almost one fifth (18%) of the North does not trust AI, the level of distrust in the South/East is only one tenth (11%).

The survey did not find a significant difference in perceptions of AI's image between the North and the South/East, among both of which an average of two fifths of the upper-middle class affirm that they would trust AI "to do the right thing". This suggests that public perception, at least among the elite, is not a cause for AI's failure to build its membership in the global South/East.

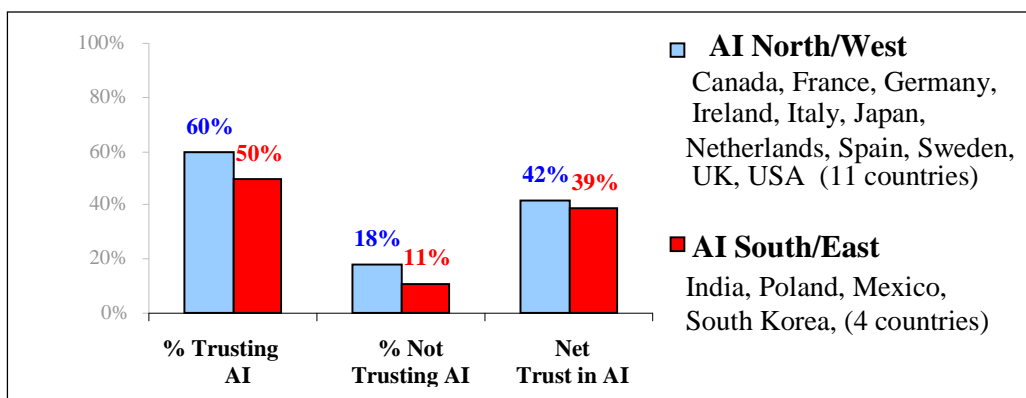


Figure 7: Do You Trust AI? – Edelman Survey, global results, 2006

In fact, in Brazil and China the levels of trust in AI (54% and 45% net trust, respectively) are higher than those in some countries where AI has sections and structures (42% and 39% for AI

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North and South/East, respectively). The upper-middle class in Russia, on the other hand, has the lowest level of trust in AI (20% net trust) among all 18 countries surveyed.

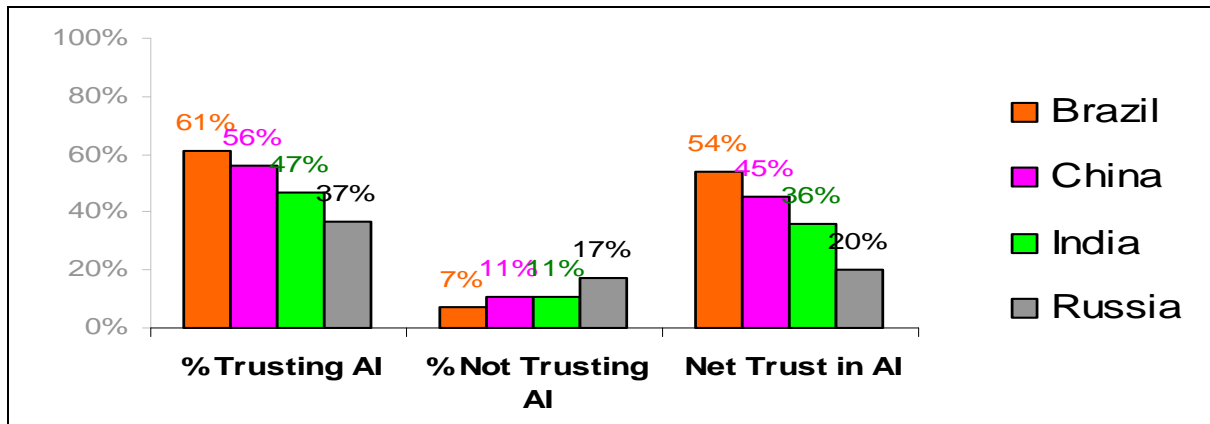


Figure 8: Do You Trust AI? – BRIC countries' results, 2006

A second source of insight into public perception of AI comes from an independent research agency, *Globescan*, from whom AI commissioned a survey in 2006 among young people in urban centres in Saudi Arabia, United Arab Emirates, Jordan and Egypt. Their findings are that while a majority think AI is independent (50%), honest and trustworthy (60%), seven out of ten (70%) of the young people also believe that AI plays an important role in the West's agenda of expansion into the Middle East.

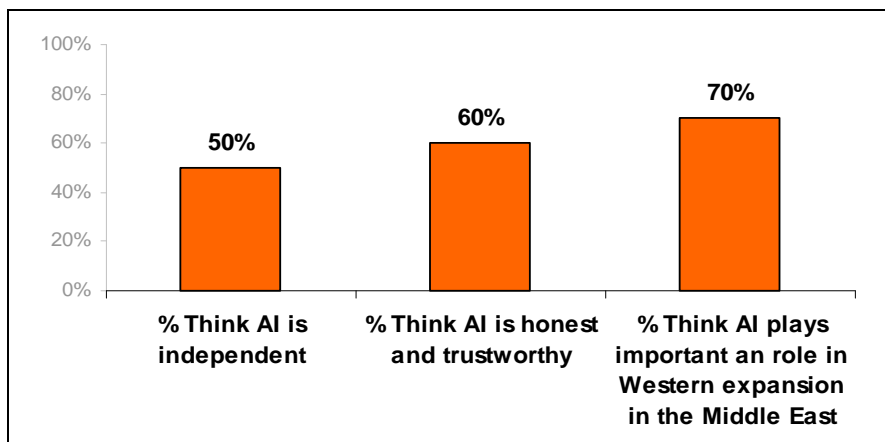


Figure 9: Middle East Young People's Trust of AI

The *GlobeScan* findings suggest that to attract young people in the Middle East, AI must develop strategies to overcome its significant image problem, not so much in terms of "trustworthiness" but in terms of its "western" identity.

Possible implications for the next ISP?

- How important are external measures of AI's performance or perceptions of this to the success of our human rights work? Why?
- In the areas of public recognition and trust what targets would you set for AI in the coming years?
- Are there other important measures that we should be assessing?

/ends