



Dear friends and colleagues,

Our Strategic Goals need to be focused and outcome-oriented, providing clear priorities to take the next step towards “One Amnesty” and maximize our impact. Achieving this focus requires making difficult choices, not just about what we want to allocate our staff and financial resources towards achieving but also what *not* to do. These decisions will be made collectively at the International Council Meeting in August 2015, informed by inputs from across the movement and beyond – but now is your chance to make sure we are focussed on the right issues in the right way.

Inputs from phase 1 of this “bottom-up” approach, including over 50 submissions, informed discussions at the Chairs Assembly and Directors Forum (CA/DF) and development of draft outcomes by more than 20 working groups. A situational analysis was developed from these many discussions and external studies. These inputs were then used to craft five “propositions” about the world we want to see. The final Strategic Goals will be developed from these propositions in light of feedback in phase 2. We are aware that the level of detail across the five propositions is not consistent at this stage. These sorts of issues will be resolved at the next stage when we settle on a final format and agree what level of specificity is best for the final Strategic Goals. Once agreed, our Strategic Goals will be a short visual document that is accessible for external stakeholders. They will provide the framework for more detailed internal documents, such as the theory of change for each Goal and then an operational plan for each entity.

Each proposition is supported by proposed outcome areas which are illustrated with boxed examples of specific outcomes that we might expect to see in the theories of change to accompany each goal (in other words these boxed examples of specific outcomes will *not* appear in the final Strategic Goals but are included here to give a better picture of what sorts of outcomes we might pursue towards delivery of a higher level goal). The agreed decision-making criteria – focusing on (i) the gravity of the issue, (ii) our “value add”, (iii) our ability to work on the issue across regions and at multiple levels; and (iv) the high possibility of positive impact – have guided the framing of proposals. Not all suggestions from the working groups have been included in this draft, but their development of outcomes took us beyond general issue areas, enabled the decision-making criteria to be applied and will be helpful again in developing theories of change.

The five propositions are presented as: the world we want to see, the external context and Amnesty International's strengths followed by proposed outcomes for the four year period. Phase 2 is the chance to debate and refine these proposals.

Moving from phase 1 to phase 2 has meant starting the difficult process of narrowing and re-focusing our work. With a firm eye on our changing external landscape and in comparison to current work, this means:

- Marshalling more movement energies to challenge crackdowns on rights including constriction of freedom of expression, assembly and association and embarking on a fuller programme of work on digital rights;
- A more explicit, exploratory focus on inequality and its deeper causes to complement our long-standing focus on anti-discrimination, and a renewed commitment to “downstream” realization of economic, social and cultural rights at the national and local levels through strengthened enforceability.
- A step increase in efforts to strengthen human rights governance with a particular focus on pressuring key influential countries to engage more positively and proactively on human rights on the global stage;

- A narrower focus on criminal justice sectoral reforms, arms control (with a focus on implementation of the Arms Trade Treaty in the context of crisis work), and torture which will be worked on in the context of crises, crackdowns and discrimination.
- Work on the death penalty, which will remain very important in specific parts of the movement and is a signature issue for Amnesty International, will be pursued outside of the Strategic Goals as we stocktake our achievements and consider how best to deliver ongoing work towards abolition.

There will be further space to innovate in relation to *delivery* of the final Strategic Goals and we have provided some indications of where this is particularly important (for example in relation to our crisis response work). This will be the subject of further discussion as theories of change are developed under each Goal.

In relation to our top level organizational priorities, we have reduced from 14 areas in the Integrated Strategic Plan (ISP) to two areas under one goal, to make a clear distinction between our key strategic priorities for the next four years and “business as usual” i.e. on-going support and governance functions required to run an effective organization.

In line with views at the CA/DF, we will have limited work outside of the Strategic Goals. It is proposed that any work outside of the Goals must have strong justification and be agreed as part of aligned and integrated movement-wide operational planning. Limits will be set on the proportion of resources – suggestions relation to the allocation of resources, including a ratio – will be proposed in the next phase of the consultation once we are closer to agreement on the content of the Strategic Goals. Suggested parameters for this work are outlined below with more specific criteria to be included in phase 3:

- Ethical exit - from work that will be discontinued
- Responsive - work led by a section / structure (and any support required from the International Secretariat) that is *essential* in a local context but not to be conducted movement wide as part of the Strategic Goals; responding to requests (media, partner etc.) and work to maintain our global reputation, such as the annual report and death penalty statistics
- Innovation/exploration - possibly leading to prioritization beyond 2019 (some areas have been identified in this document, for example in relation to deeper causes of inequality)
- “Business as usual” - the support and governance functions required to maintain an effective organization

Consultation with external stakeholders - including activists, partners, critical friends, peer organisations and advocacy and campaigning targets - is especially important in this second phase of the “conversation” about Amnesty International’s Strategic Goals. In addition to the online survey that will be available on [amnesty.org](http://amnesty.org), tools will be available on the “home” for the Strategic Goals on the Intranet to help you with your outreach.

We are keen to hear from all sections, structures and national offices across the movement - please send feedback on these proposals to [strategicgoals@amnesty.org](mailto:strategicgoals@amnesty.org) by 31 October 2014. A refined version of the Strategic Goals will then be shared in January 2015 for further consultation prior to the ICM.

Best, Salil