

# Amnesty International's next Global Strategy (2021-2028)

## GUIDANCE NOTE

This guidance note lays out key supporting information that should be read alongside the draft Global Strategy. It outlines the strategy's development to this point, its implications and what the next stages will be to finalise its content.

### 1. How was this draft strategy developed?

In November, a *Direction of Travel* document was shared articulating a suggested direction for Amnesty's next strategy. The suggestion was developed taking into account the results of the global consultation (1<sup>st</sup> consultation round) between February and July 2019 and the work of the Youth Task-Force, bringing together youth leaders from within the Amnesty movement and beyond. All consultation [submissions](#), [consultation synthesis](#) (and [summary](#)), [Youth Task Force outcome](#) are available to review. Since November, a further consultation was carried out with section directors, chairs, and IS staff through an online survey and a series of webinars – and changes were made to the strategy as a result of the feedback received. [Top-line results](#) from this second round of consultation, as well as [individual responses](#) to the survey are now available.

Since November, two cross-movement Task Forces were brought together to further develop key elements of the strategy into a first draft:

- The **Thematic Task Force** – brought together 50 staff and volunteers from across the movement to develop draft global outcomes for the two global priorities identified in the draft strategy (Freedom of Expression & Civic Space and Inequality & Discrimination). Task Force members were selected on the basis of their thematic expertise and strategic planning experience.
- The **Organisational Capabilities Task Force** brought together 20 staff and volunteers from around the movement with expertise on organisational development, movement engagement, and governance. The group worked to develop an overarching vision for movement engagement that brought together our growth ambition with our desire to become a stronger people-powered movement. The group also decided to propose a set of shared values from the input provided in the global consultation. A full report from the group will be available later in 2020.

A full list of participants of all Task Forces can be found in [Appendix A](#).

The IS Senior Leadership Team and the International Board provided overall oversight and decision-making to this process – with the facilitation and coordination of the Global Strategy & Impact programme at the IS.

## 2. What has changed from the last version of the strategy released in November?

The input provided in the second consultation round (November – January) was immensely helpful to further flesh out the different components of the strategy and make adjustments to better reflect the positions of the movement.

Two thirds of the sections who took part in the survey felt the proposed strategy was likely or very likely to make Amnesty a bold and relevant human rights movement over the next decade. However, several questions for clarification were raised and some key issues emerged that required further analysis and adaptation. We would like to highlight what were some of the key changes that were made to the strategy, as a result of the consultation.

- **80/20 balance between priority areas and other human rights areas**

The original proposal asked all sections and IS to commit to an 80/20 balance of our overall human rights resources and activity in favour of the two global priorities. Feedback from sections raised concerns around sections' ability to work on locally relevant issues (including for fundraising purposes), and ultimately ensuring we retain work on a broader set of human rights issues at an adequate level.

To address these points, the commitment to the two global priorities has now been brought down to a starting point of 70/30 balance – aiming for a progressive shift to 80/20 throughout the course of the strategic period. On top of this, the suggested global outcomes for the two priorities now better articulate where there is an intersection with the human rights areas covered in the *Watching Brief* - considering the interconnected nature of human rights issues.

There were also several questions on the practical implications of this approach – balancing priorities with the watching brief function. While some of these details will be worked out in the operationalisation of the strategy and developing a new global planning approach for the movement, section 3 of this document already articulates what this approach would mean in practice.

- **Refugees and Migrants work**

Some sections raised concern about a de-prioritisation of our work on refugees and migrants. The draft strategy now articulates more clearly how work on refugees and migrants intersects with the two global priorities - including outcomes linked to the discrimination and inequalities experienced by migrants and refugees, and the criminalisation of solidarity towards them.

However, it is important to point out these changes would not subsume *all* our thematic portfolio on refugees and migrants into the two priorities. Considering the work on refugees and migrants will no longer be the focus of a global campaign, sections have already been planning and implementing their exit from the global campaign and scaling down this work in preparation for the transition to lower levels of resource. Refugee and migrant rights work will remain a key human rights issue for Amnesty primarily as part of the watching brief function and in its connections to the two global priorities. The IS would retain its existing

expertise and capacity under this area of work, in line with the *watching brief* function (as outlined in section 3). This will also include the ability to fulfil the recent GA decision on migration to support the work going forward.

- **Inequality & Discrimination**

There was widespread support for the importance of deepening and investing in our work on economic social rights, gender and discrimination, but questions were raised about providing further clarity to this thematic priority - with some concerns around Amnesty's ability to lead and risks associated to the perceived political nature of some of this work.

Inequality & Discrimination (I&D) is the theme where most work has been done since November with significant input from the Thematic Task Force. The I&D priority is now articulated in the form of specific outcomes that present a clearer articulation of the impact we can aim for, by capitalising on our *existing* expertise and track record on ESCR, gender and discrimination (Goal 2 under the current Strategic Goals):

- Firstly, the outcomes build on our current and historical work on the right to health, education, and housing by adding a new layer of analysis around resource mobilization, tax and other fiscal policies through the lens of human rights standards. This will help the movement work to expose – through robust research and suitable partnerships – the drivers behind ESCR violations but also to develop human rights-based proposals as to how States can move towards the ‘progressive realisation of ESCR’ obligations. This approach is not entirely new for Amnesty as some successful work on the impact of austerity was done in 2018 in Spain and Chad.
- Secondly, the ESCR portfolio will expand to include the rights to and at work as a key human rights issue affecting inequality and the perpetuation of discrimination. This approach will help the movement bring to life its commitment to work on issues that affect vast parts of the population and bring human rights closer to everyday life concerns (in alignment with the *Us vs Them: Beating the Demonisers* work).
- Finally, the suggested global outcomes now acknowledge the intersection of gender and identity with each and every human right change we seek to achieve. This will mean different things for different cultural and socio-political contexts, so each region and country will be encouraged and supported to apply gender justice and intersectionality across its work in appropriate ways.

Our future work on I&D would remain politically neutral by applying a human right focus to all of our analysis. In essence, Amnesty would be challenging economic and fiscal policies that contribute to human rights violations and abuses, or undermine states' ability to respect, protect and fulfil these rights. Our work on these issues would not be based on any political ideology but instead on (i) developed and accepted international human rights law and standards (ii) research and analysis of how these policies violate human rights or put them at risk. To better

address this point, we will be conducting a risk analysis around this area of work and a workshop has been proposed for the 2020 Global Assembly meeting to discuss impartiality in the context of the new strategy. Finally, a revised version of the policy note on 'Impartiality Implications' is being prepared for consultation and will address issues of economic, social and cultural rights, among others. It will be circulated by March 2020 for consultation.

- **Corporate Advocacy**

There has been positive support for the strategy's suggestion to invest in our ability to influence corporate actors, but some concern was expressed as to whether this means that Amnesty will be stepping back from focusing on state actors as key subjects of international human rights law. Several sections recommended that we ensure we strengthen our ability to target particularly increasingly powerful state actors – whether because of changing geopolitical dynamics or increasingly influential intergovernmental organisations and/or spaces of power.

As a result, in the draft strategy, the corporate advocacy capability has now been reframed to investing in our advocacy work more broadly. This aims to secure a stronger infrastructure to address and tackle new and emerging actors (which would include corporate actors but also bring in considerations of changing geopolitical world order such as the role of China and other countries).

- **People-Power**

The movement consultation surfaced a clear steer to strengthen people-power from two perspectives: 1) building and supporting grassroots and local campaigning and empowering and enabling our activists to run local campaigning, HRE and advocacy initiatives 2) becoming a connector, supporter, and amplifier of people-power movements for the protection of human rights.

The draft strategy now better articulates the different dimensions of change and identifies suggested outcomes to measure this work. First of all, it articulates how the growth of our supporter-base must be connected to our activism and organising work so that we can retain new supporters and most importantly ensure they contribute to human rights impact. A global engagement pyramid is now presented to bring us together in a joint vision of what our membership will look like in 2028. We look forward to refining these outcomes and ambition as a result of further consultation with the movement.

### **3. What do our *global priorities* and *watching brief* function mean in practice?**

The proposed strategy identifies a focused and interconnected set of priorities for our movement to invest its resources and campaigning force on, while at the same time retaining capacity to deliver impact on a broader set of human rights issues.

This means that the two priorities will help articulate to the world what Amnesty stands for

and what is the positive vision for human rights it will achieve by 2028. Global outcomes and targets in the strategy will focus on the two priorities. Such clear proposition will inform our communications work, our brand, our growth, and our global campaigning agenda.

The balance that is now expected globally between priorities and other human rights areas is initially 70/30 – gradually moving to 80/20 throughout the new strategic period.

The identification of clear priorities is something that was welcomed both by sections and external partners, and the two issues identified came out on top of all stakeholder groups involved in the consultation. At the same time, several questions remain on what this will mean *in practice* and how we will secure that we do not lose the ability to achieve HR impact on issues outside of the two priorities. The following section articulates this.

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With regards to **Freedom of Expression & Civic Space** and **Inequality & Discrimination**, the International Secretariat will:

- Develop and deliver proactive human rights work, projects and programmes (including developing long-term bodies of work) – with research, campaign strategies, individual cases and relevant content;
- Develop and coordinate flagship, tactical, and rapid-response global campaigns (in line with new global campaigning model);
- Provide law, policy, and thematic advice, support, and capacity-building and grow technical expertise of both its own staff and of sections.

At section level, initially 70% (moving gradually to 80%) of human rights activity budget would be expected to be spent on the global priorities – by working on issues in their own country and/or by supporting global/regional work. In addition to this, every section will have the flexibility to focus on the elements of the two priorities that are most relevant to them and choose what is the most adequate balance between Freedom of Expression and Inequality work within that 70-80%. We look forward to discussing with sections whether looking at activity budget is the best frame to measure the prioritisation of our work.

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The **Watching Brief** function on other human rights issues will ensure that Amnesty continues to deliver human rights impact on important human rights issues and build on its existing expertise within both IS and sections. As the strategy outlines, these issues are the death penalty, conflict, the arms trade, criminal justice issues (such as torture, extrajudicial executions, unfair trials, detention), and refugees and migrants' issues not covered in the two priorities. This should account initially for overall 30% of our work – both collectively and in each section – moving gradually to 20%.

Within this function, the International Secretariat will:

- Carry out proactive monitoring of key country/regional human rights situations and provide urgent actions, reactive research, campaign, advocacy and communications interventions, when necessary;
- Continue to provide some law, policy, and thematic expert advice, when

- necessary;
- Develop rapid-response campaigns, when necessary.

At section level, this would mean 20-30% of human rights activity budget would be spent carrying out or supporting work on these issues – either by working on issues in their own country and/or by supporting global/regional work.

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Global teams at the IS will *primarily* focus on the two priorities but retaining some staff capacity and expertise on the other human rights issues. The Crisis Response team, whose work is particularly suited to a *watching brief* approach will continue to work on conflict and freedom of assembly, and also expand its remit to further support crisis-like interventions under our other priorities. Finally, Regional Offices will be able to have a more balanced split between priorities and watching brief in recognition of their unique role in taking on the proactive monitoring of country/regional human rights situations and the amount of countries they cover.

It must be clarified that the strategy does not necessarily suggest a drastic de-prioritisation of the issues mentioned in the watching brief. Work on the death penalty, for instance, already only accounted for roughly 1% of all our HR activity spend in 2018 and we were able to achieve great impact. This strategy wants to ensure that adequate resources are ring-fenced to continue this work so that we can respond and intervene when necessary – but allowing us to clearly invest in a focused set of priorities. The draft strategy outlines a broad goal for each of the *Watching Brief* areas, but it is encouraged that as part of the operationalisation of the strategy each theme develops a strategic framework guiding how Amnesty should respond to key developments and to what end – to avoid this work being carried out as purely reactive on a case by case basis.

#### **4. Our Global Outcomes – a work in progress**

The global outcomes contained in the draft strategy are the result of the work of the Thematic Task Force – drawing on human rights expertise from across our movement. Global outcomes were developed on the two priority human rights areas – and, throughout all outcomes, have incorporated three key cross-cutting lenses of analysis for the future of human rights as outlined in the Direction of Travel document – technology, corporate power and the climate crisis.

The draft strategy's ambition is to identify the human rights outcomes where Amnesty can add most value in the coming years and to make these measurable or 'observable' – helping us to better track our progress under our two priority programmes. Two long-term goals will drive our work on the priority areas until 2028 – broken down in more specific and shorter-term global outcomes to be achieved by 2024. Global outcomes are grouped in seven focus areas, with two of them cutting across both priorities: protecting and empowering individuals and communities at risk, and changing attitudes and narratives for human rights.

Following the final round of consultation, the final strategy will articulate high-level global goals for 2028 for each programme and a more precise set of global outcomes for 2024 framed as mid-strategy *targets*. Targets can be refined further for 2028 after a mid-point review.

The strategy outlines draft global outcomes exploring what meaningful interventions Amnesty could make under each priority area in the following dimensions of change:

- Legal and Accountability: Laws, Regulations and Standards change (introduction, amendment, repeal, preventing negative changes etc.) and improved function of justice and accountability mechanisms
- Policy: Policy solutions/policy development for both entrenched and new human rights issues and human rights policies implementation (when existing but not put in practice by either states or corporations)
- Civil society: development, support or sustainability of networks, partnerships, knowledge and tools for civil society organisations, communities and activists
- People-powered solutions: development, support or sustainability of solutions to human-rights problems designed at the community level (e.g. community HRD protection schemes, community solidarity initiatives for economic social rights etc.)
- Narratives, Attitudes and Values: development, nurturing, and diffusion of the same for a human-rights future at the level of communities, public discourse and power-holders.

An additional dimension of change which cuts across all of them is our key work to bring changes to people's lives through our core work on individuals at risk and emblematic cases.

The outcomes also take a two-pronged approach to strengthening work on women's rights and gender mainstreaming – by ensuring an intersectional lens of analysis is referenced explicitly to cut across the whole portfolio – strengthening our analysis on gender mainstreaming, diversity and inclusion, but also including specific outcomes that elevate work on women's rights under Inequality & Discrimination.

These outcomes will be further developed through regional forums, consultation with the movement and further work by the Thematic Task-Force with the aim to:

- Develop the most externally relevant and strategic outcomes for our movement to pursue.
- Turn these outcomes into *targets* based on what each region/section can realistically contribute to.
- Ensure the outcomes and targets align well to the strategy's values ('who we want to be and how we want to work with others') and the strategy's capabilities (investing in our advocacy, research, HRE and people-power).
- This work will be complemented by further problem and trends analysis, consultation with partners, and baseline data. Final global targets will be shared with the movement in the final strategy in June.

Finally, the draft strategy outlines one broad goal for each of the *Watching Brief* areas, but it is encouraged that each theme develops a strategic framework guiding how Amnesty should respond to key developments and to what end - as part of the operationalization of the strategy.

## 5. Our Values

During our global consultation, a specific question was asked about how we could make our movement more diverse and inclusive. The Organisational Capabilities Task Force worked on the input received from the consultation and developed a series of values to include in the strategy. Their work was also complemented by other ongoing and past initiatives around values, well-being, and organisational culture.

These values would function as a framework that guides our behavior, leadership, decision-making, strategy development, human rights work, partnerships, systems and structures, processes, policies and practices, resource allocation, and all other activities of our movement – together with the principles articulated in our *statute*. While the values in our statute primarily provide Amnesty with core principles for our human rights work, organisational values are more about who we are as a movement and the type of organisational community we want to build together.

As a global movement with a rich diversity of activists and offices all over the world, we recognize that there cannot and should not be one narrow definition of “Amnesty culture”. Therefore, the strategy suggests a set of values that are specific enough to be meaningful and uniting, yet broad enough to be translated and further defined, adapted and applied in different cultural contexts. The strategy provides a description of the values to be discussed and consulted on with the movement. So, the emphasis should not on the specific words – but rather on the concepts. We recognize and appreciate that these words need to be translated, both in terms of language and in meaning, to different contexts such as team, entity, region, culture, etc.

Finally, having values is meaningful for an organization only in how they are lived, expressed and applied, not the words themselves. Therefore, entities, teams, and groups will be encouraged to have conversations and discussions about these value concepts and what they mean for them personally and professionally.

### 5.1. What is feminist leadership?

Feminist leadership has many definitions, but it is rooted in some essential/universal elements of feminist theory and practice. Chief among these are recognizing and addressing power, privilege and inequities. The concept of feminist leadership also does not exclude men in leadership roles.

Feminism is “*an ideology, an analytical framework and a strategic framework.*”<sup>1</sup> – as an ideology - *feminism today stands not only for gender equality but for the transformation of*

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<sup>1</sup> See Second Edition of the AWID document “Changing Their World: Concepts and Practices of Women’s Movements”, by Srilatha Batliwala, August 2011, available at: <http://www.awid.org/Library/Changing-their-World-Concepts-and-practices-of-women-s-movements-2nd-Edition>



*all social relations of power that oppress, exploit or marginalise any set of people on the basis of their gender, age, sexual orientation, ability, race, religion, nationality, location, ability, class, caste or ethnicity. It also recognises the intersecting nature of people's identities and social locations and the fact that we experience discrimination, exclusion or oppression in intersecting and simultaneous ways. Hence, feminism no longer seeks simplistic parity between the sexes but a more profound transformation that accepts multiple gender identities and creates gender equality in an entirely new social order.*

According to well-respected and often-cited feminist thinker and practitioner, Srilatha Batliwala<sup>2</sup>, Feminist leadership is seen as different from other kinds of leaderships:

*“Leadership from a feminist standpoint is informed by the power of the feminist lens, which enables the feminist leader to identify injustices and oppressions and inspires her to facilitate the development of more inclusive, holistic ... communities. Feminist leaders are motivated by fairness, justice and equity and strive to keep issues of gender, race, social class, sexual orientation and ability at the forefront.... The elements particular to ... feminist leadership ... include a focus on both individual or micro-level and societal or macro-level social justice concerns, a desire to bring marginalised voices to the centre of the conversation and a willingness to take risks as one strives to enact a transformative agenda.”*

*Feminist leadership [is] oriented to a different arrangement of the human order: re-distribution of power and re-distribution of responsibilities. [It is about] fighting societal inequalities. Changing economic and social structures, beginning with transformation of psychic structures.... [we] define feminist leadership as leadership congruent with feminist principles.”*

As a new concept for Amnesty, more work is to be done to understand the implications that feminist leadership would have for our work. We are keen to receive input and hear from our movement on this. Many other Civil Society Organizations have been consciously promoting feminist leadership and feminist leadership principles. These include [Oxfam](#), [ActionAid](#), [UNESCO](#), [Awid](#)<sup>3</sup>, and [Frida](#)<sup>4</sup>. Consulting these organisations' approach to Feminist leadership can provide an insight on what feminist leadership can look like in practice.

## **6. Growing our movement, resources and people-power**

This section articulates our ambition in different dimensions of change around movement growth and engagement – clarifying the link between our membership and financial growth, increase in global activism and organising, and the support to *other* people-power

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<sup>2</sup> See the *article Feminist Leadership for Social Transformation, Clearing the Conceptual Cloud*, 2010.

<sup>3</sup> Leadership is co-created and a social process. No one person can possibly 'lead' an organization in the traditional sense any longer - if they ever could. Optimal feminist leadership is not just about a single role or a person.

<sup>4</sup> In order to create a more just world for young women, girls, and trans youth, we need to reconsider and reshape power in relationships, to reimagine how resources flow, how we value expertise and how we relate to each other as human beings.

movements.

Some of the words or concepts contained in the strategy may be unclear – particularly around movement engagement. In support of the movement consultation the following terms are clarified:

- **Mobilizing:** Generally, a staff-led, centrally-directed strategy to maximise volume of action by reaching, recruiting and engaging warm audiences in simple actions with minimal ‘cost’ in time or resources to the supporter.
- **Organizing:** Generally, a volunteer-focused strategy to build distributed power by transforming the motivations and capacities of people to act, reaching, engaging and bringing onside individuals, organisations and communities who do not necessarily already agree with or act on a cause.
- **Organizer:** Someone who takes leadership responsibility for developing other’s capacity to act and for creating experiences and interdependent relationships that foster further activism for a cause. Organizers can lead on specific initiatives, tactics or skills/methodologies.
- **Activism:** Individuals, groups, communities and networks taking action to create human rights change.
- **Activist:** An individual who increases and/or deepens their action for a cause, with or without taking on specific leadership responsibilities for organizing the actions of others.

Finally, the strategy currently does not include a specific membership growth target or a financial growth target. **The ambition is for the final version of the strategy to have specific numerical targets on both of these dimensions based on the feedback received from the movements and forecasted growth.** The paper on the strategy’s financial sustainability will provide the basis of this conversation.

## **7. How can sections and stakeholders continue to provide feedback and input into the strategy design?**

We look forward to hearing from our movement on the draft strategy – including by reaching out and consulting with members and supporters. There are different mechanisms through which sections can provide feedback over the next months:

- **Consultation Questionnaire** – an online survey will be set up for each section to provide input on the draft strategy. One response per section is expected – the deadline is the 15<sup>th</sup> April. The questionnaire will be available in English, French and Spanish from mid-February.
- **Regional Forums** – each regional forum will devote significant time in their agenda to discuss the draft strategy. Feedback from Regional Forums will be recorded and fed into the design process.
- **GA motions** – Sections may also decide to submit amendments to the GA motion

adopting the strategy, in line with governance regulations. Sections are also free to submit emergency motions at any point up until the deadline of 21 July.

During this final consultation period we will also ensure we receive feedback from external partners. Between February and August 2019, we received feedback on our future strategy from over 70 external partners – INGOs, UN agencies, academics, grassroots organisations and so on. With a draft strategy now available we will reach out again to those over partners to ask for feedback and further refine our analysis on how Amnesty can add value to their work. Sections are encouraged to also share the draft strategy and consult with external partners. Results of this final round of partner feedback will be shared at the Global Assembly.

The final version of the strategy and the accompanying GA motion will be distributed on 10th June as part of the Global Assembly Meeting papers.

#### **APPENDIX A: LIST OF INDIVIDUALS WHO HAVE CONTRIBUTED TO THE DESIGN OF THE STRATEGY SO FAR**

We would like to take this opportunity to thank all the individuals who have dedicated their time, expertise and commitment in the development of the first draft of the strategy – through their participation in three task forces. The following task forces were selected as a result of an open call to the Amnesty movement and a recruitment process involving the International Board, IS Global Strategy & Impact programme, and Members of the IS Coalition Leadership Team.

##### **Youth Task Force**

- Aina Waeber – AI Switzerland, Board member
- Aiswarya Babu K – AI India
- Belinda Adike Asamanyuah – AI Ghana
- Fabiola Acarapi Alvarez – Bolivia - *external*
- Julia Ines Roitman – AI Argentina, Board member
- Lehlogonolo Muthevuli – AI South Africa
- Madeline Wells – AI Australia
- Matt Deitsch – USA - *external*
- Miłosz Herka – AI Poland
- Rory Daniels – UK - *external*
- Shaneel Lal – New Zealand / Fiji - *external*
- Ulemu Kanyangolo – Malawi - *external*
- Widad Elkachradi – Morocco - *external*
- Yara Eid – Occupied Palestinian Territories - *external*
- Youssef Kamel – Egypt – *external*

### Thematic Task Force

- Celine Fernandes - AI Mexico, Board member
- İlgü Özler - AI USA, Board member
- Christopher Alford – Americas Regional Office, ESCR campaigner
- Elina Castillo - Americas Regional Office, Caribbean Campaigner
- Jacqueline Hansen - AI Canada, Gender Rights Campaigner
- Fiona Koza - AI Canada, Business & HR campaigner
- Paola Garcia Rey - AI Argentina, Deputy Director
- Dinorah Arceta - AI Mexico, Advocacy Specialist
- Somya Dimri - South Asia Regional Office, HRE coordinator
- Pashtana Durrani – international member (Afghanistan), Global Youth Collective
- Eric Kwok - East Asia Regional Office, China campaigner
- Tiffany Tse – AI Hong Kong member
- Madeline Wells – AI Australia member, Global Youth Collective
- Robert Akoto-Amofo - AI Ghana, Director
- Belinda Adike Asamanyuah – AI Ghana member, Global Youth Collective
- Soufiane Atrassi – AI Morocco youth coordinator
- Catrinel Motoc - Europe Regional Office, regional campaigner
- Francesca Russo - AI Italy, Board member
- Milena Buyum - Europe Regional Office, Turkey campaigner
- Matteo De Bellis - Europe Regional Office, regional researcher
- Bernhard Csengel - AI Austria, Campaigner
- Tom Davies - AI UK, Priority Projects Manager
- Helle Jacobsen - AI Denmark, Gender Senior Advisor
- Anna Johansson - AI Sweden, Director Policy, Campaigns
- Julia Ivan - AI Netherlands, Senior policy officer
- Beate Streicher - AI Germany, Board member
- Kjetil Haanes - AI Norway, Chair
- Koldo Cosla - AI Spain member
- Stephen Cockburn - IS, Head of Economic and Social Justice
- John James Bulstrode - IS, Fundraising, Strategic Opportunities Advisor
- Ashfaq Khalfan - IS, Law Pol Director
- Simon Crowther - IS, Law Pol Advisor
- Anna Shea - IS, Refugee and Migrant Rights Advisor
- Daniel Joloy - IS, Law Pol Advisor
- Monica Vincent - IS, Gender, Sexuality and Identity Advisor
- Lucy Graham - IS, Head of Business and Human Rights
- Mark Dummet, IS, Business and Human Rights researcher/adviser
- Catherine Baber - IS, Research and Advocacy Manager
- Chiara Liguori - IS, Law Pol advisor
- Paola Gioffredi - IS, Us vs Them Project Manager
- Joe Westby - IS, Technology Advisor
- Guadalupe Marengo - IS, Head of HRDs and Relief Programme
- Louise Carmody – IS, Law Pol advisor
- Georgia Rigg - IS, Global Digital Campaigner
- Ann Harrison - IS, International Advocacy officer

- Solomon Sacco - IS, Law Pol Advisor
- Rada Tzaneva – IS, Gender, Sexuality and Identity Advisor
- Carolina Roman – IS, Global Campaigns
- Luana Gard – IS, Global Campaigns
- Melody Ross – IS, International HRE advisor

#### **Organizational Capabilities Task Force**

- Cynthia Stimpel - Board Chair, AI South Africa
- Raess Baig - Board Chair, AI Hong Kong
- Manu Gaspar - Board Member, AI Philippines
- Meriam Belghali - Board Member, AI Tunisia
- Tito Wambua - IS Africa, Regional Capacity-Building Coordinator
- Frida Kruijt - IS Americas, Deputy Regional Director
- Jerry Bernas - IS Asia-Pacific, Regional Capacity-Building Coordinator
- Ming Yu Hah - IS Asia-Pacific, Deputy Regional Director
- Ximena Alfonso - IS, Head of Movement Growth
- Beatrice Vaugrante - IS, Director of Movement Support
- Osai Ojigho - Director, AI Nigeria
- Erik Sorensen - International Advisor, AI Denmark
- Minjon Tholen - Chief Inclusion and Strategic Innovations Officer, AI USA
- Lena Erchen - International Affairs, AI Germany
- Zeno Filippi - Senior Director of Organizational Development and HR, AI Italy
- Kimberly Coulombe - Member, AI Canada (Fr)
- Sara MacNeice - IS, Head of Global and Tactical Campaigns
- Alex Boulting - IS, Organization Change Manager
- Helen Thompson - IS, Fundraising Project Manager
- Richard Carter - IS, Regional Fundraising Manager

#### **Design Process Advisory Board**

- Tale Birkeland Hungnes – AI Norway, Director of Policy and External Affairs
- Emily Nevins – IS, Director of Campaigns and Education
- Beatrice Vaugrante – IS, Director of Movement Support
- Frida Kruijt - IS Americas, Deputy Regional Director
- Sarah Jackson – IS Africa, Deputy Regional Director
- Yves Traore – AI Burkina Faso, Director
- Mariela Bleski – AI Argentina, Director
- Irungu Houghton – AI Kenya, Director
- Ming Yu Hah - IS Asia-Pacific, Deputy Regional Director
- Meghna Abraham – IS, Director of Global Thematic Issues