



AMNESTY INTERNATIONAL'S GLOBAL STRATEGIC FRAMEWORK (2022-2030) SECOND DRAFT

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INTRODUCTION

Over the coming decade, Amnesty International will have to defend human rights in a world of turmoil, uncertainty and ever-growing complexity. There are challenges both of substance and scale: some are existential in their implications for humankind. Climate change is already having a catastrophic impact, affecting disproportionately the most disadvantaged people around the world, imperilling their access to water, land and food and threatening the survival of entire communities and cultures. Digital and biological technology has opened immense possibilities across many fields of human activity but is deployed to subvert civil and political freedoms and undermine democracy.

Globalisation has generated both unprecedented wealth and wider and more entrenched inequality within and between states which the COVID-19 pandemic has served to re-enforce. The largest ever



generation of young people is concentrated in the global South where relative poverty is endemic, while unprecedented ageing is underway in the far richer global North. Strongman leadership of states fosters discrimination and bigotry, demonising minorities and dividing populations. Authoritarian practices thrive, crushing dissent and shrinking civic space.

The inter-state system too is shifting, characterised by increasingly strident conflict between and within countries and shaped in significant ways by, among other things, China's ever growing heightened international power and influence as well as that of multinational corporations. The post-World War Two international architecture and multilateralism itself are under strain with intergovernmental institutions no longer holding the same promise as a stabilising force.

In the midst of all this, human rights are undermined as ideals and norms, as the vision for a common humanity, as a system and as a lived reality for millions. Some leaders enjoy being named and seemingly have no shame. But people are fighting back. Across the world, movements are rising up against abuse of power and the intersecting forms of political, economic and social exclusion it causes. Many have young activists at their forefront, and most are on the receiving end of harassment, intimidation and violence. From the echoes of the so-called Arab Spring to the Hong Kong protests, from Fridays for Future strikes for climate to the Black Lives Matter and the global MeToo movements, what began in response to specific local events or policies has evolved into wider cross-border protests against the structural inequalities that favour the already-privileged at the expense of ordinary people. Public protests are one powerful way of laying claim to a different more just future but, beyond the streets, people are also organising online to create new models of community, solidarity and accountability. People-powered movements for social, racial and climate justice; demands for a fairer future and greater accountability are here to stay. Amnesty International will stand with them.

Amnesty International 2022-2030 Strategic Framework

Drawing on our strengths, including evidence-based research and advocacy, and building on our achievements as a trail blazer for global norms and institutions, Amnesty International's 2022-2030 strategic framework¹ will reinvigorate our movement as a campaigning force, bringing together our local roots and relevance with our global reach and rigour, and it will strengthen the Amnesty International brand.

We will defend, assert and help to further evolve human rights norms, rules and practices so that they are truly fit for this changing world and for the challenges the world must confront. We will deploy our resources and empower our constituency to help build strong bridges between individuals willing to stand up for human rights and between the diverse movements fighting for justice. We will listen, engage and amplify voices for human rights.

We will stand up for freedom of expression, association and assembly, seeking to hold, open and expand space for civic engagement – offline and online. We will stand up for economic, social and gender justice, seeking to reduce inequalities, address discrimination and enhance participation. Working with diverse communities and while recognising the complexity of the challenges to be confronted, we will design and persuasively promote principled, achievable human rights solutions that work for people. We will advocate for human rights-centred policies and action by governments and corporations and will influence other systems of power and non-state actors so that they honour their



human rights duties.

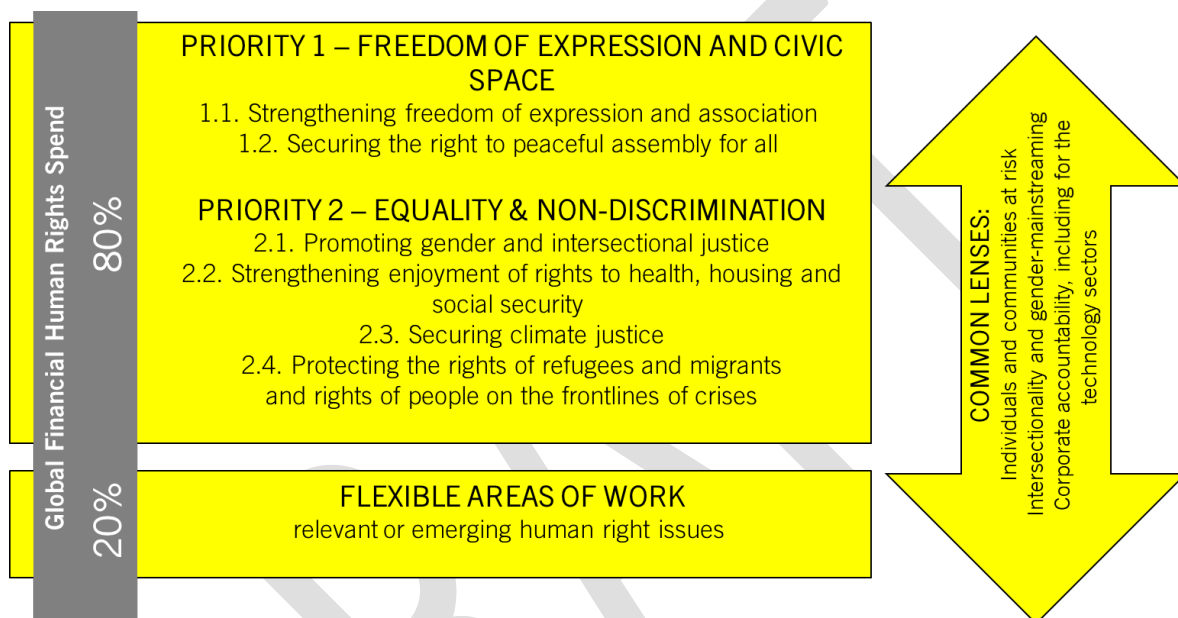
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I. AT A GLANCE: AMNESTY'S STRATEGIC FRAMEWORK 2022 - 2030

By 2030, in a world of uncertainty Amnesty International will stand out as a broad-based global movement of local relevance. Drawing on Amnesty International's strengths, our strategy will reinvigorate Amnesty as a campaigning force which brings together our local roots and our global reach. We will use our resources and our own constituency of people to build bridges between movements and individuals standing up for human rights, to listen, and to amplify their voices.

We will focus on:



We will strengthen our ability to bring about human rights change through investment in:

- our core capabilities: research, Human Rights Education (HRE) and advocacy;
- our people powered movement;
- our work with partners;

To facilitate delivery of the Global Strategic Framework, we will **grow our resources**, building on our success of past income generation activities and expanding our portfolio to grow and distribute our resources based on our values.

To complement the values articulated in our statute, the following **shared values** will help drive who we are as a movement and the type of organisational community we want to build together over the next years:

- Equality and Inclusion
- Boldness and Innovation
- Transparency and Accountability.



II. OUR VISION AND MISSION

Amnesty International'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. In pursuit of this vision, Amnesty International's mission is to undertake research and action focused on preventing and ending grave abuses of these rights (Statute of Amnesty International, POL 20/1045/2019, September 2019).

III. LIVING OUR SHARED VALUES

In the coming decade, we will also prioritise the building of an organisational culture that is strongly consistent with our shared values and with the positive transformation of the Amnesty movement. We will enhance our diversity and inclusion, strengthen gender equality and anti-racism across all we do and commit to creating and sustaining positive working environments for both staff and volunteers.

As One Amnesty, in realization of our core values over the period 2022-2030, we will work for:

Equality and Inclusion – Celebrating the rich diversity of our movement, we will create a more inclusive, anti-racist, organizational culture:

- We will deepen knowledge and strengthen action so that substantive equality (taking into account the different needs, rather than imposing the same expectations on everyone), inclusion and racial justice become embedded in core operations and management's and leadership's values.
- We will invest in feminist leadership and build trust and power sharing between and across generations.
- We will focus on the belonging, connectedness and wellbeing of our activists, staff and partners, treating all with respect, empathy and dignity.
- We will challenge our informal and formal power structures to ensure they support and do not undermine empowerment and participation for all.

Boldness and Innovation – Aware that the world is undergoing unprecedented change, we will adapt and innovate to increase our human rights impact:

- We will be courageous - taking intelligent risks, designing and testing new approaches and developing innovative partnerships.
- On the basis of evidence-based learning, we will recognise and celebrate our wins and recognise and address our failures, both more openly and more quickly.

Transparency and Accountability – Knowing the strength of our interdependent movement depends on mutual trust in our relationships:

- We will collaborate at local, regional and global levels to ensure our work is always driven by human rights impact, always rooted in sophisticated, factual and impartial analysis, and always sustainable in resource terms.
- We will monitor, report, evaluate and design necessary adjustments together with openness and honesty and, with transparency, make our decisions accordingly.
- Both internally and externally, we will adhere to the highest standards of accountability for our decisions and our actions.



IV. OUR GLOBAL HUMAN RIGHTS PRIORITIES

By 2030, in a world of uncertainty with an unfolding climate crisis, and the expanded deployment of digital technologies and artificial intelligence amplifying inequality and injustice, Amnesty International will stand out as a broad-based global movement of local relevance. Working in solidarity with individuals and movements claiming their human rights, we will successfully influence powerful state and non-state actors to recognise and uphold human rights norms and legal standards and practices at local, national, regional and global levels. This will ensure relevant, credible and effective public policies, laws and regulations and their application to the benefit of rights-holders in both familiar and innovative ways on both familiar and frontier issues.

To these ends, Amnesty will invest a significant proportion of its resources and campaigning force in the global priority areas of:

Freedom of expression and civic space (Priority 1)
Equality and non-discrimination (Priority 2)

PRIORITY 1 - FREEDOM OF EXPRESSION AND CIVIC SPACE

By 2030, benefitting from expanded civic space, more people in more places under more circumstances – online and offline – are safely exercising their freedom of expression, under shelter of laws and regulations that protect them from violence, harassment, and unfair treatment.

Outcome 1.1. Strengthening freedom of expression and association – States and corporations, including tech-giant corporations, have laws, policies and/or practices in place that uphold and protect freedoms of expression and association online and offline; states' and corporations' attempts to bypass their associated human rights obligations are successfully countered, while regulations relating to spyware, artificial intelligence, data protection, surveillance and access to information are brought in line with human rights standards.

Outcome 1.2. Securing the right to peaceful assembly for all – States expand and protect people's right to peaceful assembly, including in the digital space, in line with human rights standards, including through the legal and policy frameworks that govern law enforcement practices and accountability, and protect individuals from arbitrary detention and unfair trials, and from torture.

PRIORITY 2 - EQUALITY AND NON-DISCRIMINATION

By 2030, states and corporations are adopting and implementing human-rights consistent laws, policies and practices that address and prevent the root causes of inequality, effectively combat all forms of discrimination and provide human rights protections to those affected by the climate emergency.

Outcome 2.1. Promoting gender and intersectional justice – States have laws, policies and practices in place that advance equality of opportunity and public participation for those otherwise subjected to multiple, intersecting forms of discrimination; non-discriminatory enjoyment of sexual and reproductive health and rights is increased; prevention of and protections from gender-based violence



and other hate crimes is strengthened and human rights-consistent measures are adopted to promote public participation of marginalized groups.

Outcome 2.2. Strengthening enjoyment of rights to health, housing and social security – States are taking concrete measures to uphold the rights of everyone - without discrimination - to health, housing, social security as key drivers of equality – maximising investment of available resources, removing discriminatory barriers protecting the rights of people from deleterious practices of corporate actors and adopting taxation measures that deliver on their human rights obligations.

Outcome 2.3. Securing climate justice - States phase out, and require corporations to phase out, polluting and other environmentally unsustainable policies and practices that negatively impact people’s human rights, adopt human-rights consistent clean energy policies and ensure a ‘just climate transition’ that secures racial and gender justice and the rights of all disadvantaged groups.

Outcome 2.4 Protecting the rights of refugees and migrants and rights of people on the frontlines of crises – States adopt measures that protect people against extreme forms of marginalization as a result of persecution and crises, including those that flow from or are worsened by the climate emergency. As part of such protection, States protect the rights of refugees and migrants to ensure equal and non-discriminatory access to rights in countries of transit and destination and provide safe and legal routes, including resettlement and community sponsorship schemes.

V. OUR FLEXIBLE AREAS OF WORK

In addition to work on Global Priorities 1 and 2, Amnesty International entities may work on human rights issues chosen from the themes below and/or in response to other pressing local human rights concerns, and always in compliance with Amnesty International’s policies.

Ending the death penalty – Amnesty International will continue to work to eliminate the death penalty where relevant, and may do so by campaigning on individual cases, combating regressive trends and advancing prohibition as a norm of customary international law.

Access to justice and redress – Amnesty International will continue to monitor humanitarian and human rights violations in armed conflict situations and ensure victims of crimes under international law have access to justice and redress.

Preventing human rights abuse within the criminal justice system – In addition to working for criminal justice reforms under the Global Priorities, Amnesty International will work for human rights-consistent reforms such as on prison conditions, law enforcement and counter-terrorism measures.

Combatting discrimination against specific groups – In addition to intersectional work under the Global Priorities, Amnesty International will work to combat discrimination faced by specific groups based on their identity. This will include, for example, work for the protection of religious or ethnic minorities from systemic violence, criminalisation or harassment.



Advancing Economic, Social, and Cultural Rights (ESCR) – Amnesty International will undertake additional and nationally-specific ESCR work not covered by the Global Priorities.

Protecting people in the context of the global arms trade – Amnesty International will continue to work to protect people from the human rights impact of irresponsible arms trade.

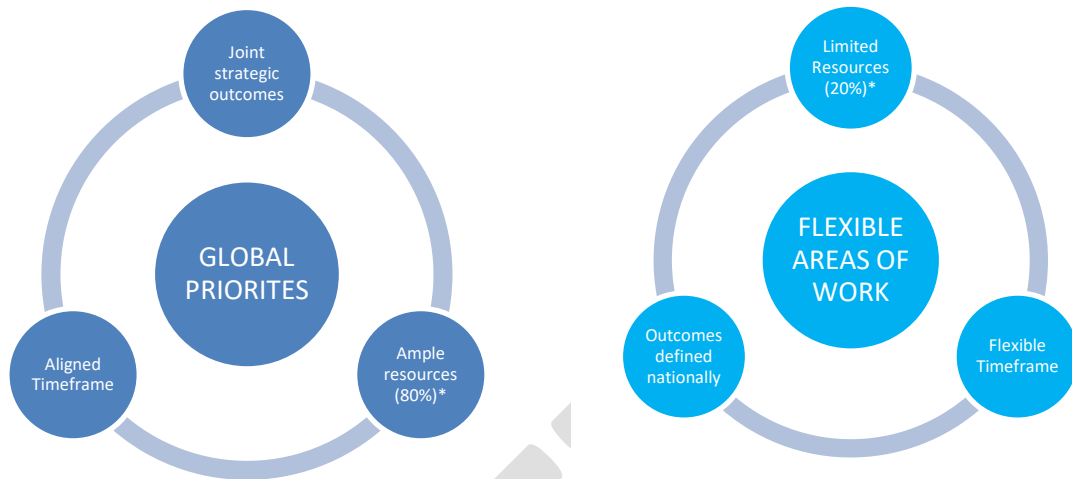
VI. OUR COMMON LENSES

In all that we do, whether under the Global Priorities, under the flexible areas of work or when responding to local concerns, we will consistently analyse, plan and evaluate our human rights work through the following lenses:

- **Individuals and communities at risk** – Working with and for individuals and communities at direct risk of human rights violations will continue to be a core component in all our work. We will campaign to protect individuals, human rights defenders and communities in conflict zones, those facing mass atrocities as well as those who are under attack or live in fear of reprisals. We will amplify their voices including by making our platforms available to local and youth activists and grassroots organisations fighting for the protection of human rights.
- **Intersectionality and gender-mainstreaming** – In all that it does, Amnesty International will focus strongly on people subjected to structural discrimination on multiple and intersecting grounds, including, among others, the grounds of gender identity, race, ethnicity, class and other forms of social origin, caste, First Nations/Indigenous identity and sexual orientation. We will analyse the human rights implications of that discrimination and clearly incorporate the findings into our documentation, recommendations and campaign demands.
- **Corporate accountability, including for the technology sectors** – Under each Global Priority and all flexible areas of work, we will analyse the roles of corporate actors and, on that basis, as relevant, work to ensure states legislate mandatory human rights due diligence requirements for corporations, hold them accountable for their part in human rights abuses and provide remedy to their victims. To this end, Amnesty will deepen its expertise on the growing influence of multinational corporations, bringing a strengthened focus on the technology and artificial intelligence sectors.

VII. APPLYING THE STRATEGIC FRAMEWORK

In its application of the 2022-2030 Strategic Framework, Amnesty International will adopt a two-tier approach:



A. INVESTING IN GLOBAL PRIORITIES

The entire Amnesty movement (national entities and the International Secretariat) will commit to work on both global priorities. 80% of each entity's resources for human rights work will be invested in the two Global Priorities including by sustaining and developing capabilities in such areas as campaigning, advocacy, communications and Human Rights Education.

The International Secretariat will support the Global Priorities by developing, for example, flagship campaigns, research, policies, human rights education among other outputs and by helping build the capacity required by the movement to achieve human rights impact.

B. INVESTING IN FLEXIBLE AREAS OF WORK

In addition, the movement as a whole will:

- Devote up to 20% of its resources for human rights work to the flexible areas of work and pressing issues most relevant to their context – always in compliance with Amnesty's policies.
- The International Secretariat will provide legal, policy and thematic expertise and research – at the global and regional levels - in support of the flexible areas of work but limited to 20% of its available resources.

Within this 80/20% allocation, the International Secretariat will continue its quality assurance function, reviewing outputs and provide advice to National Entities when approached.

Any and all restricted income will need to align with 80/20% two-tier approach. Priority will be given to raising restricted income which corresponds to Global Priorities. In addition, any restricted income raised for flexible areas will need to respect the 20% threshold.



VIII. STRENGTHENING OUR ABILITY TO DELIVER HUMAN RIGHTS CHANGE

Amnesty's overall theory of change is that by publicizing the findings of systematic and impartial research into the facts of individual cases and broader patterns of human rights abuse, we are able to equip our members, supporters, staff, volunteers and activists to exert public pressure on governments, corporate actors and others to take the human rights action needed to prevent abuses and advance enjoyment of all human rights for all.

Within the period of the Strategic Framework 2022-2030, in support of its human rights priorities, Amnesty will strengthen and evolve the capabilities on which implementation of its theory of change depends, as follows:

A. STRENGTHENING OUR CORE CAPABILITIES

Enhancing Human Rights Research

Impartial and high-quality research on human rights violations is one of the core components of Amnesty's theory of change. As part of the 2022-2030 strategic framework:

- We will sustain, innovate and build up our capacity to deliver both real-time and reactive investigations, including in context of crises, for immediate actions and in-depth bodies of evidence that can help drive longer-term change.
- We will produce high-quality, timely, and actionable original research findings, with outputs that are accessible to and engaging for wider audiences, including specifically youth.
- We will progressively strengthen our capacity, tools and methods of research into corporate actors, economic and social rights and in the newer thematic areas such as digital technologies, artificial intelligence and the climate emergency.
- We will critically review and adjust as needed our research methods, tools and quality assurance processes to ensure that we are fully meeting our commitments to intersectionality and gender mainstreaming.

Mobilizing Human Rights Education (HRE)¹

As many countries turn their backs on the very idea of human rights, we need – now more than ever – to invest in building the foundations for a rights-respecting society. To do this and fulfil our human rights vision:

- We will equip activists, supporters and partners, particularly youth, with the knowledge, skills and attitudes to participate in human rights action and campaigns and to create their own, thereby contributing to the spread of rights-respecting public narratives and strengthening

¹ The definition of Human Rights Education based on the UN Declaration for Human Rights Education and Training. Human rights education can be defined as any learning, education, training or information efforts aimed at building a universal culture of human rights. Human rights education encompasses:

Knowledge and skills — learning about human rights and human rights mechanisms and acquiring skills to apply them in a practical way in daily life;

Values, attitudes and behaviour — developing values and reinforcing attitudes and behaviour which uphold human rights;

Action — taking action to defend and promote human rights.



- rights-respecting societies
- We will educate key audiences to bring them into the human rights movement, transition them to activism and mobilisation, and to retain them as supporters.
- We will ensure to integrate HRE right from the beginning into our planning to increase our human rights impact.

Delivering Compelling Advocacy

To respond effectively to the changed global power dynamics, the challenges to multilateralism, and the ever-increasing influence of corporate and other non-State actors:

- We will deploy coordinated, strategic advocacy efforts to influence human rights systems such as the United Nations' in advancing our human rights priorities.
- We will build up our capacity to more strategically influence the multilateral spaces (for example, climate forums), state actors (for example, China) and corporate actors (for example, the technology giants) where we most need to be effective but have least experience or capacity.

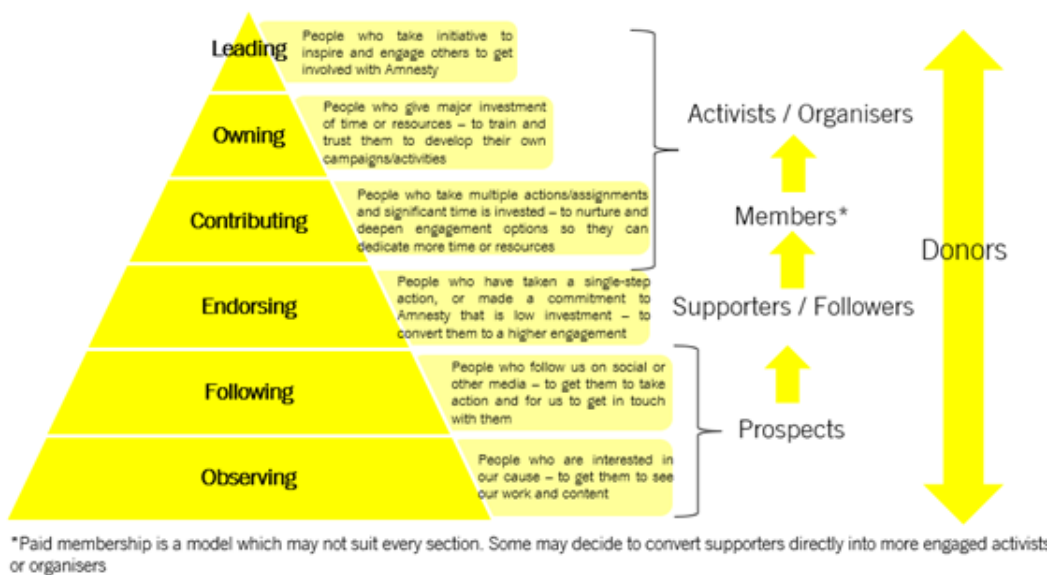
B. STRENGTHENING AMNESTY PEOPLE-POWERED MOVEMENT²

Under the 2022-2030 strategic framework, we will:

- Empower our members, activists and supporters to be more connected to grassroots campaigning, skilled, human rights impact-oriented and autonomous within Amnesty policies and the Strategic Framework.
- Create an inclusive culture and resiliently anti-racist movement, increasing our diversity by attracting groups who are under-represented in Amnesty's membership.
- Act to foster belonging, connectedness and wellbeing among our activists, staff and partners, acting towards each other with respect, empathy and dignity, and evaluating our relationships together to better uphold our accountability to our core values.

The following global engagement pyramid articulates a joint vision for what Amnesty can offer its membership.

² A definition of "people-power" is provided by the Global Group on Activism, a cross-movement advisory group of activism experts. People Power for Amnesty International is defined as the intrinsic power of a critical mass of people acting at community, national and/or global level to create human rights change by exerting influence over government, corporations and broader society. It is built and deployed by people with the necessary skills and attitudes who inspire, support, organise and mobilise others strategically. A people-powered movement has some or all the following characteristics: a non-hierarchical people-powered structure at all levels of the movement; creates the space for people to develop and use their skills, with Amnesty enabling this process through training, resources, operational support etc.; local autonomy to develop and implement community level strategies and tactics; encourages and supports direct communication and collaboration between activists, right holder leaders, partners and supporters; prioritises and provides training and resources to activists, rights-holder leaders and partners at the community level; works in collaborative partnership with rights-holder communities and other organisations and movements; foregrounds and celebrates the role of rights-holders, activists, partners and supporters.



By 2030 Amnesty's membership will have:

GROWN IN SIZE AND DIVERSITY

- Increase in number of supporters globally and a percentage of them (to be determined) are converted to member, donor, activist or organising activities.
- Increase in retention and engagement of existing supporters (with a focus on youth membership).
- Increase in diversity of our membership and supporter-base – focusing on those most affected by the human rights issues Amnesty works on.

GROWN IN CAPACITY AND REACH

- Increase in developing our activists' skills and leadership capabilities.
- Activists develop and lead campaigns, advocacy, and HRE initiatives that contribute to human rights change
- Activists contribute to community-based and organising alternatives as part of Amnesty's campaigns.

GROWN IN POWER AND INFLUENCE

- Increase in diversity of our forms of activism.
- Increase of mobilisation of Amnesty supporters/members/activists at scale that contributes to human rights impact.
- Increase in time commitment, depth and impact of actions both online and offline.
- Increased connection with civil society by encouraging cross-movement membership and activism of Amnesty activists.



C. ENHANCING OUR WORK WITH PARTNERS AND OTHER PEOPLE-POWERED MOVEMENTS

In 2022-2030, Amnesty International commits to support and connect grassroots, local, and people-power movements for the protection of human rights through:

Co-creation: We will enhance our capacity to join forces with other people-power movements for the protection of human rights, increasing collaboration with others in research, campaigns, and advocacy, based on equitable and mutually beneficial partnerships.

Sharing our power and resources: We will increase sharing of our media and campaigning platforms to amplify the voices and causes of our partners and will provide effective support and training – appropriate to partners’ capabilities and needs.

Diversity: We will increase the quality and quantity of joint actions and encourage peer-exchange of tools and methodologies with other movements and communities, specifically with those working for equality, non-discrimination and for gender, social and climate justice.

In all this work, we will particularly prioritise partners and movements that are youth-focused and/or led by those directly affected by the human rights issues we seek to address.

D. GROWING OUR RESOURCES AND INCOME

To facilitate delivery of the Global Strategic Framework, we will build on the success of our past income generation activities to grow financial resources and distribute them based on our values.

- We will grow our resources, maintain our independence and ensure our funding is sustainable by ensuring the foundation for our income generation strategy will continue to be unrestricted donations from individual supporters.
- We will build strong relationships with these individual donors, work to increase Life Time Value and encouraging a greater proportion of them to leave gifts in their wills, thereby increasing legacy income.

However, simply doing what we have done in the past will not be enough. To address our strategic ambitions, we will need to diversify the fundraising channels we use and fundraising markets in which we raise considerable resources. Our priority focus will be on:

- Significantly developing the movement’s ability to access restricted income by developing a more nuanced and sophisticated approach to cultivating long-term relationships with restricted funders including trusts, foundations, major donors and multi-lateral sources. There is significant growth potential in restricted income, but this will involve a shift in Amnesty’s culture and ways of working, including the need to strengthen impact reporting in order to access these funds.
- Significantly grow income raised outside of the largest markets by increasing the volume of movement fundraising investment to enable Emerging Market entities to become financially sustainable in the long-term.



These entities would have:

- A diversified the whole income portfolio
 - Reliable sources of restricted and/or unrestricted income
 - Enough reserves to see it through difficult times
 - Strong donor relationships
- Further to the above, we will enable Established Market entities to leverage unfulfilled fundraising opportunities that generate growth in net income

We will ensure that entities are encouraged and enabled to invest in income generation activities that result in increased levels of net income and thus assessment contributions being generated from both Established and Emerging Markets.

We will share and collaborate as a movement, develop our skills and diversify our fundraising portfolio to maximize our human rights impact.

IX. IMPLEMENTING THE STRATEGIC FRAMEWORK

This ambitious Global Strategic Framework requires Amnesty to both sustain as well as re-align its human rights expertise and at a time of much uncertainty in the external world and, at the outset, financial recovery for the organisation. Because of this, Amnesty will transition into the new Strategic Framework in a gradual way, starting strongly where our current expertise and resources lie – both at the IS and across the rest of the movement and then moving systematically to raise our capacity and expertise on frontier issues.

A. PHASING

The Global Priorities will be brought to life through a phased approach – as mapped out below for the first two-year phase only.

	Phase 1 (2022-2025)
<p>Adequate capacity available Existing resources and expertise to deliver work globally</p>	<ul style="list-style-type: none"> • Freedom of expression and civic space • Rights to health and housing • Non-discrimination and gender justice • Individuals and communities at risk including refugees and crisis
<p>Capacity in development (not available yet or only in IS or specific entities) Building expertise, policy, and skills; may need to either</p>	<ul style="list-style-type: none"> • Climate • Corporate and technology work • Social security • Migration • Anti-Racism, intersectionality, gender mainstreaming • Feminist leadership



replace other areas of work or additional resources must be made available at National Entities and the IS

- Activist and staff well-being and mutual respect

B. OPERATIONAL PLANNING

Amnesty must be ready to take tough decisions to prioritize implementation within this framework, depending on available resources. That may mean repurposing existing resources or delaying until additional resources are available.

Operational plans will play a key role in this.

- To help deliver on the global Strategic Framework, all entities, including the International Secretariat on the regional and global level will develop Operational Plans that include measurable targets and sound costing
- We will follow a bottom-up approach to operational planning, applying national and regional lens first as we operationalize the Strategic Framework globally.
- We will adopt a co-planning, collaborative approach, with national entities and International Secretariat teams working together.
- We will also adopt a participatory approach that enable involvement of civil society partners in these internal processes.
- We will take a capacity building approach to strengthen our project management methodologies and evidence-based decision making in the planning and implementation process.

C. MONITORING PROGRESS, MEASURING IMPACT AND BEING ACCOUNTABLE

We will assess our human rights impact under the 2022-2030 Strategic Framework by monitoring our progress against concrete targets on an annual basis. This will allow us to see how close we are from achieving the ambitions laid out in our Strategic Framework and identify key insights and learnings that will inform our further implementation.

In addition, mid-way through the Strategic Framework period (in 2026), we will undertake an in-depth movement-wide assessment of the long-term impact of our work across our human rights priorities and with regards to the effectiveness of our operating model. This will be an opportunity for the movement to reflect on the wider societal impact of our work, identify the key factors that enabled or hindered our ability to achieve change, and provide tangible recommendations for the remaining strategic period.

¹ POL 50/3639/2021