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2018 GLOBAL ASSEMBLY MEETING PAPER

State of the Movement Report: Our Impact in 2017 Summary

AI Index: ORG 50/8412/2018

Global Assembly Meeting session: Sessions 5 and 6

Author: Secretary General

Aim: This document summarises the movement's performance and accountability in 2017 and highlights areas that call for further discussion and debate during the 2018 Global Assembly and/or for Directors and Chairs to take forward in their entity.

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BACKGROUND PAPERS

PAPER TITLE	AI index number
State of the Movement: Our Impact in 2017 Full Report	ORG 50/8413/2018

I. MESSAGE FROM THE SECRETARY GENERAL

The year since the 2017 International Council Meeting (ICM) has offered little respite from the hostile winds which are buffeting human rights work across the world. There has been growing normalisation of the narratives of “us versus them” and the politics of demonization in almost every part of the world. In the world’s two most powerful countries, the unpredictability of USA President Trump, and China’s increasingly assertive foreign policy under President Xi Jinping show that we are dealing with a different and ever more difficult context. In the year that the Universal Declaration of Human Rights turns 70, the future of human rights is far from assured.

Yet there have been some important gains in the context of resurgent protest and people standing up against injustice. This report contains a review and assessment of the inspiring successes made by sections and structures and by the International Secretariat (IS). The transition from the ICM to the new, streamlined Global Assembly (GA) offers an opportunity to recalibrate our reporting, and this introduction serves as a concise report of the Secretary General to draw out significant themes from the impact report which follows and highlight some key organisational and resource matters.

The situation of Amnesty Turkey’s Honorary Chair Taner Kılıç and Director Idil Eser over the past year has been a key manifestation both of the challenge we face across the movement, and of the power of Amnesty’s solidarity and campaigning. Idil spent three months imprisoned, and Taner remains cruelly detained at the time of writing. Our movement rallied powerfully behind both of them, among thousands of others detained in Turkey, through extensive advocacy and campaigning work. I was able to visit Idil in Silivri prison in September 2017, and to raise her case in a meeting with the Minister of Justice. The campaigning on their behalf has been one facet of a major surge of work across the movement on human rights defenders (HRDs), including through the Brave campaign, in which we have reported our biggest impact.

Perhaps the pre-eminent human rights story of the past year has been the military campaign of ethnic cleansing against the Rohingya people in Myanmar, driving a huge flow of refugees into Bangladesh who now face a deeply uncertain future. The Rohingya crisis has been the focus of significant energy across the movement, including expert documentation of violations and raising public visibility. Among the many advocacy meetings which I have taken over the past year, I met with Myanmar State Counsellor Aung San Suu Kyi, and with Bangladesh Prime Minister Sheikh Hasina, to push both sides towards a settlement in which safe and voluntary returns of Rohingya can take place.

Turkey and Myanmar present very different challenges, but what they share – apart from

leaders who have both been Amnesty prisoners of conscience – is a population in which public opinion is not on our side. This highlights yet again both the difficulty and the necessity of movement-building – communicating in a way that resonates with audiences, and bringing them into the movement.

In that context, we are becoming smarter in targeting audiences, including the use of audience analysis in Russia, innovative framing of issues in Cuba, Iran and Turkey, and our human rights education projects reaching new audiences beyond those who are already persuaded.

In terms of growth we are on a generally positive trajectory, with around 6.8 million supporters taking action in 2017, against 5.5 million in 2016. By design, the Global South continues to experience a faster rate of growth than the Global North, and one important success story has been the growth of international members: we exceeded the 750,000 target for 2017, and as of April 2018 the figure is at 960,000, with the largest numbers in Egypt, Nigeria and Pakistan.

Beyond Amnesty, 2017 was a very significant year for protest – especially on women’s rights, with the global surge of #MeToo, the women’s marches, and more localised movements such as Ni Una Menos significantly amplifying decades-long struggles for women’s rights, in the face of renewed threats. This surge is an important factor which highlights the critical importance of partnerships – 86% of all global work reported clear benefits of partnership, and they were particularly foundational for our successes under Strategic Goals 2 and 4. Building on long-term investment by Amnesty, we have seen some good steps towards the fulfilment of economic, social and cultural rights (ESCR), often facilitated through impactful partnerships. Five of my country missions since the 2017 ICM have focused substantially on ESCR issues. On women’s rights in particular, national entities in Ireland and the Americas have made important steps towards legal access to abortion services.

Technology has become an increasingly important battleground for human rights, and across the movement we have secured some good victories, including Microsoft beginning to roll out end-to-end encryption in Skype, which they attributed to our influence. Sections and the IS have also been able to leverage technology in important ways for research, advocacy and campaigning. We have finally taken the step of launching our Silicon Valley Initiative – a joint project between the IS and Amnesty USA, which provides an important interface with companies, technologists and prospective donors in the world’s digital nerve centre. I visited Silicon Valley in November to inaugurate a “friends of Amnesty” network and speak at events on artificial intelligence and cobalt supply chains.

Fundraising growth was a positive story in 2017, as we surpassed our target. I continued to steward relationships with global trusts and foundations and major individual donors. I would like to include here a brief summary of my highlights from 2017. Working to the 2017-2018 objectives (set out in detail in the full version of this report – on page 3), for the fourth consecutive year I was able to spend an increased proportion of my time focusing externally, at around 62%. More than half my time was spent on 31 missions – a blend of high-level

advocacy, speaking roles, and media work. This included nine meetings at head of state/ head of government level, and eleven at senior ministerial level; ten keynote speeches and lectures; and 10,273 media hits (a 37% increase from 2016) and ten op-eds in top-tier media on priority issues.

Finally, the underlying operational setup of the Global Transition Plan has now reached its conclusion, with the IS having 14 regional and sub-regional offices in place. Offices now open in Colombo and Bangkok, and the old Europe and Central Asia Regional Office now split in two, to reflect the differing needs in these regions. We are now focusing on Fuerza as the next stage of the transformation: this is a set of initiatives designed to strengthen and unleash the power of the Amnesty movement to increase our impact between now and 2019. Fuerza includes streamlining our decision-making and better integrating the priorities and activities of the IS with sections to foster a collaborative culture and mobilise new and diverse constituencies for greater human rights impact.

II. KEY FINDINGS AND OVERVIEW

In spite of the many challenges faced by Amnesty and the human rights movement in 2017, we have continued to report significant impact in our Strategic Goals across all regions and themes – at the national, regional and global level.

- **Our biggest impact was reported in our work protecting Human Rights Defenders (HRDs) and civic spaces (Goal 1)** – with a particular focus on seeing tangible change in the life individuals that Amnesty campaigned on behalf of. The Brave campaign has definitely played a role in scaling up our movement’s work on this issue – especially through tactical and reactive global mobilisation, as well as a more visible focus on gender and diversity. While our work supporting individuals and HRDs has been strong, influencing systemic legislation and policy has proved harder than in 2016 – with a notable exception in West Africa.
- Our impact on **Economic, Social, and Cultural Rights (ESCR) and Gender & Diversity (Goal 2)** is also significant. **The majority of outcomes reported in Goal 2 are all concrete actions taken by power-holders that address a specific violation and that affect large segments of a population.** This work is often led by national entities and builds on Amnesty’s long-term investment and prioritisation of ESCR and gender throughout the years. On gender, like in 2016, progress has been reported in all regions thanks to developments in the area of legal advocacy (for instance an integral law on violence against women approved in Uruguay, or transgender legal recognition in Belgium). On ESCR, impact includes notable cases of wins on the fulfilment of rights – i.e. maximising national resources such as securing provisions of services and budget allocation in Finland and Burkina Faso.
- Our work on both **Corporate Accountability (Goal 4) and Technology & Human Rights (Goal 1)** stand out as relatively small portfolios of reported impact, but **in both cases we observe the impact being on a large scale** (i.e. tangibly influencing corporate policies and operations). These are two bodies of work where impact has been achieved through a clear investment in technical expertise, building internal capacity and producing high-quality research.
- **Our work on crisis and conflict (Goal 3) has been successful in expertly documenting and exposing violations and raising public visibility** (i.e. the Rohingya crisis). However after two years of work on crisis and refugees, **the pace is slow** in achieving the full ambition of systemic change outlined in Goal 3.
- In terms of supporters’ growth, in 2017 Amnesty reported action of just under 6.8 million supporters. This means that we have grown approximately 1 million supporters in the

last year. This is an increase of 23% from 2016, the majority of the growth in the ‘global south’. We estimate that **by 2020, we will reach 15.95 million people, against the 25 million target**, with the majority of this growth being driven by ambition from the south.

- With regards to income growth, **Amnesty ended 2017 with a 4% above budget**. We are starting to see the early effects of the diversification strategy in terms of both channels and markets – although our largest growth is still delivered by the Global North and Individual Giving. **Our forecast calculations currently do not meet the 400M target** – despite having seen a better result in 2017. This is partly due to a combination of cautious forecasting, especially around legacies. Going forward, we must do more and better to hit the agreed targets by the end of 2020, on both supporters and income growth.
- **Public engagement, mobilisation, and growth is particularly concentrated in Goal 1 work**. Mobilisation has proved as an effective tactic when pressuring governments on individual cases (especially of HRDs at risk) – but more limited when responding to global crises. When it comes to growth and engagement, Amnesty entities report that **Human Rights Education (HRE)** work has equipped more than 1,5 million followers and supporters with HR knowledge, skills and attitudes to take action. The expansion of Massive Online Open Courses (MOOCs), Amnesty HR Academy and HRE work in schools significantly contributed to this.

In spite of the impact achieved, rising public support for politics of demonization and anti-rights agendas are claimed across the board as an obstacle to our work. While some of Amnesty’s more traditional tactics, such as lobbying influential foreign governments and using regional/international human rights mechanisms, continue to prove successful (especially in Europe, MENA and Africa), we are seeing signs that the human rights framework and traditional ways of working are in danger.

To respond to these challenges, innovation is essential¹. In 2017 we observed a number of practices across the movement that are worth highlighting, celebrating, and learn from.

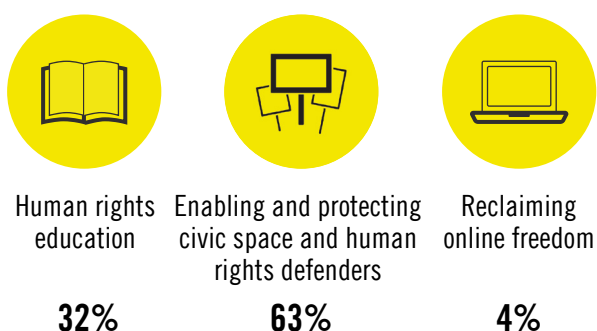
- The use of **strategic litigation, and complemented by relief in some cases**, stands out as an effective approach that has contributed to many successes against corporate actors and sustaining work on activists and HRDs. This work is worth noting for example supporting work on corporate accountability (Shell operating in Nigeria) as well as on refugees (ongoing challenge of Canada/US Safe Third Country Agreement).
- **Working with partners in a sustained and creative way** is an essential approach for delivering successful work – especially to strengthen our presence on the ground. Innovative participatory and partner-led campaigns have been developed by Amnesty, including by joining and supporting existing movements through work such as protest monitoring (for example in Poland).
- **Innovative language and framing of issues** has been trialled on our work on HRDs in the Americas, Iran, Russia, and Turkey – including through the use of audience analysis.

- **Our work on technology has been particularly innovative** – not only as a human rights issue but also as a way to enhance our approach to work and influencing those in power. Digital verification of audio-visual government sources was critical to challenging misinformation on the part of the Australian government and during the Rohingya crisis. Micro-tasking was used to engage supporters in new and innovative ways, exemplified by the Decoders project 'Decode Darfur': 28,600 volunteers from 147 countries took part in analysing 326,000 sq. km of satellite imagery to identify Darfur's most remote villages.

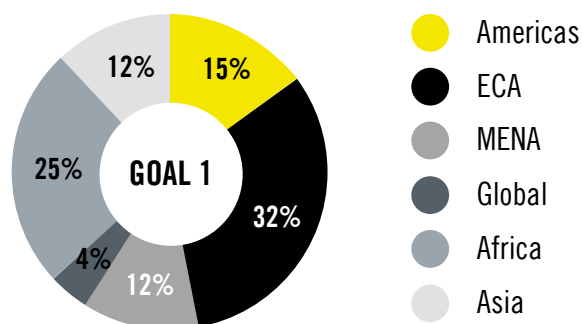
III. HUMAN RIGHTS IMPACT: IMPACT UNDER STRATEGIC GOALS 1 – 4

GOAL 1: RECLAIMING FREEDOMS

The share of outcomes within GOAL 1 by ToC



Percentage of GOAL 1 outcomes per region



Top 3 outcomes reported under GOAL 1

- 1 Progress on individual stories
- 2 Influencing second government or international organisations
- 3 Improved civil society capacity or coordination

- In 2017, **Goal 1 continues to be the area of work where we see the greatest concentration of impact.** This is an increase from 2016. Overall national entities' impact is accounted for 50% under Goal 1 – that is more than double the figure in 2016. This is likely to be largely due to the Brave Global Campaign which was launched in May 2017.
- The biggest progress has been achieved around **individual cases** – where we have seen a high number of HRDs seeing their personal situation improve as a result of Amnesty's work – with some milestones in the Americas, Africa and in MENA. This includes increased visibility of work on women HRDs and LGBTI activists – especially by national entities.
- While in 2016 our work on **Online Freedoms** was mostly reported around building internal capacity and relationships with key stakeholders, 2017 has seen limited but significant breakthroughs from a legislative and policy perspective (including with non-state actors).
- **Human Rights Education** approaches have contributed to a solid portfolio of capaci-

ty-building initiatives dedicated specifically to support HRDs, as well as contributing to our growth and activism.

- Impact reported by national entities demonstrates that work on Goal 1 has become a vehicle to strengthen **Amnesty's human rights footprint nationally** and establish entities as strong actors within national civil society.

REFLECTIONS GOING FORWARD

- **Challenging narratives & smear campaigns:** We should continue to invest in audience analysis, especially to reach new audiences and testing new messaging and narratives. Some innovative work on this has already been done in Russia, Iran, Cuba, and Turkey.
- **Government lobbying and new centres of power:** It will be essential to diversify our network of partners and influencing actors, following new centres of power and geo-political shifts – especially to achieve systemic change to strengthen civil society space.
- **Scaling up our work on Online Freedoms:** While we see signals of our movement having started to do more work on the issue, sustained capacity-building work for our staff and supporters will be essential to unlock the full potential of this area of work. Considering that work on technology & human rights has also significantly evolved since 2015, the new strategic goals should better reflect this emerging body of work.
- **Long-term strategies for sustainable change:** Our ability to progress mostly on individuals versus more systemic change calls for a more comprehensive approach to influencing change. This could be achieved through building on long term strategies such as human rights education, and progressively increase the political cost for power holders to keep promoting or directly enacting human rights violations at large and small scales.

CASE STUDY | GOAL 1

THE POWER OF A MOVEMENT: TANER & ISTANBUL 10

More than 300 days have gone by since the Turkish government unjustly imprisoned Taner Kılıç, the former and now honorary chair of Amnesty Turkey's Board. Taner's case, and that of Idil Eser, Director of Amnesty Turkey, with the Istanbul 10 is a testament to why under Goal 1 we work as a movement to make sure people defending human rights are safe and supported. The impact behind Taner & Istanbul 10 showcases our movement power - where every single national entity together with the IS campaigned for their release and collaborated to put pressure on Turkey. As we faced the unprecedented situation of having both the chair and director of the national entity imprisoned, Amnesty worked on countering the demonizing narrative used by the Turkish government by deploying strategic framing language about the situation, moving away from targeting Erdoğan directly, but rather questioning the intention, independence and impartiality

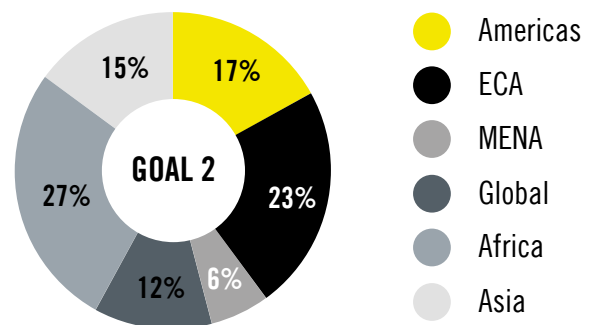
of the Turkish judiciary. Following the same tactic, the campaign made sure the focus was on the use of the judiciary by a repressive state. Our mobilization efforts, especially those linked to a fundraising appeal, made very clear that the support was not solely for Amnesty’s Taner and Idil, but to free all HRDs in Turkey. This use of strategic language was successfully used to put pressure on governments. For example, Angela Merkel’s direct intervention said: “This is another case where, in our view, innocent people are caught up in the wheels of the justice system and end up in detention”. Merkel’s statement was joined by denunciations from many institutions and governments. Our ability as a movement to present our case to governments and international organisations around the world allowed Amnesty to keep pressure on key allies of the Turkish government as well as reinforcing our media work. Government lobbying was complemented with the strategic public mobilisation of our movement. By the end of 2017, Amnesty’s supporters took more than 1.4 million actions in 194 countries and territories since Taner’s arrest. Although, Idil Eser and nine of her human rights defender colleagues were eventually released on 25th October, Amnesty has not and will not stop pushing for Taner’s release. As we confront the politics demonization in Turkey and elsewhere, we are reminded through our work on Taner & Istanbul 10, that we are a peoples’ movement, with the power to fight for change.

GOAL 2: A WORLD IN WHICH HUMAN RIGHTS AND JUSTICE ARE ENJOYED WITHOUT DISCRIMINATION

The share of outcomes within GOAL 2 by ToC



Percentage of GOAL 2 outcomes per region



Top 3 outcomes reported under GOAL 2

- 1 Concrete action that has large effects (e.g. systemic change)
 - 2 Influencing global/regional standards
 - 3 Improved civil society capacity
- In 2017, Goal 2 represented the second largest share of total outcomes reported across our global portfolio of work – about 25% of impact reported. Europe and the Americas represented the biggest concentrations.

- The majority of outcomes reported in Goal 2 are all concrete actions that address a specific violation in a systemic way, **having effects on large segments of a population** – a higher concentration of these kind of shifts than observed in other Goals in 2017. This work is often led by national entities – building on long-term investment and prioritisation of ESCR and gender expertise. On the other hand, we observed less successes in individual cases compared to 2016.
- Significant regional variation can be observed – However like in 2016, progress on gender and diversity has been reported in all regions thanks to developments in the area of **legal advocacy**, especially at the national level. On ESCR, impact in this area is achieved most prominently through convening **strategic partnerships** between different stakeholders and fostering **non-adversarial approaches** to engagement with governments.
- In Asia some promising changes emerged either because internal national forces increased political cost of not supporting progress on contested human rights issues (e.g. LGBTI rights in Japan), or because there is a divide inside the government which was used in favour to progress human rights (e.g. Migrant workers in Nepal).

REFLECTIONS GOING FORWARD

- **Intersectionality & root causes:** Our analysis and strategies are not sufficiently nuanced to tackle the issues behind what is ‘intersectional discrimination’. More should be done to develop sophisticated tools to understand the root causes of these problems and to better frame gender and sexual identity so is received, for example, in challenging and conservative contexts. This should include increasing internal capacity to support the delivery of our ESCR work.
- **Work on fulfilment & resource allocation:** Amnesty should be better equipped with relevant tools and strategies to assess compliance of states’ obligation to fulfil economic, social and cultural rights with available resources. This should include an understanding of the human rights impact of resource allocation policies and service delivery provision by governments.
- **Long standing work with local Civil Society Organisations brings results:** Change at the systemic level on gender and ESCR is only sustained and relevant if our influencing strategies focus on empowering local activists and supporting local voices – with a view to a long-term investment on causes and partnerships.

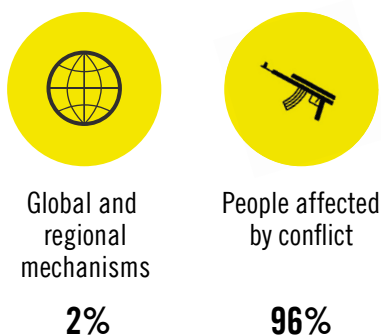
CASE STUDY | GOAL 2 FULFILLING THE RIGHT TO HEALTH IN PERU

Goal 2 represents a clear and bold commitment to fight economic, social and cultural exclusion faced by millions of people around the world. For example, in Peru, where close

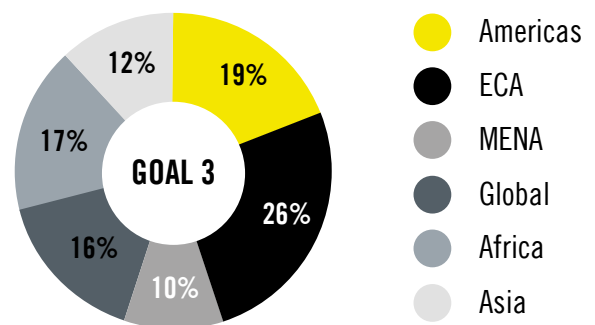
to 4 million indigenous people face neglect by the state resulting in growing health disparities, Amnesty unveiled how heavy metal contamination in waterways in the district of Loreto disproportionately affected local indigenous communities. The report *A Toxic State*, documented how indigenous people's in Cunnico and Espinar reported symptoms consistent with lead poisoning. Amnesty's report prompted the Ministry of Health to declare a health emergency and commit monetary resources to open a new toxicology laboratory and implement targeted public health interventions, also acknowledging that implemented plans to date had not adequately addressed water contamination in the area. A key lesson behind our work in Peru was our ability to engage power-holders and the public by using framing language around environmental issues in order to overcome the notion held by segments of the public that indigenous people's rights are in opposition to economic development. Amnesty's report was successfully used as a starting point for wider advocacy, media and capacity building work in partnership with Amnesty Peru, supporting those seeking justice. Amnesty Peru played a role in convening Peruvian civil society organisations at the country's first National Forum of Communities Affected by Heavy Metal (contamination) in December 2017 to develop a collective national agenda to influence public policies to address the problem of toxic metal contamination and its impact on indigenous communities. Amnesty, as a trusted member, committed to providing ongoing strategic, technical, logistical, communicational, legal and financial support to the Committee.

GOAL 3: A WORLD IN WHICH PEOPLE ARE PROTECTED DURING CONFLICT AND CRISIS

The share of outcomes within GOAL 3 by ToC



Percentage of GOAL 3 outcomes per region



- Similar to 2016, **large-scale impacts remained hard to achieve in 2017**, as would be expected given most crises remain protracted, with a web of significant geo-political constraints.
- **Amnesty's added-value in conflict settings continues to be documentation and contributing to raising the visibility of crises** - especially thanks to building capacity of partners to document, media work and innovative use of technology. This work is primarily

driven at the international level, and though significant work is done by the movement, relatively few outcomes are reported where entities have seen a significant contribution to this work.

- Building on our work in 2016, our refugee campaigning has gained traction in a number of contexts – especially when focusing on very specific areas of work, such as resisting or obtaining deals and admission levels, or promising work on community sponsorship and alternative pathways. Contrary to work on conflict, at this stage this work is being driven forward more clearly by national entities, much of it with the broad framework of the global campaign iWelcome.
- The low percentage of impact achieved at global and regional mechanisms is most likely due to overlaps that currently exist within our Strategic Goals. Work on regional mechanisms is in fact particularly prominent as a key tactic and is reported under other goals as a cross-cutting approach.

REFLECTIONS GOING FORWARD

- **Revisit our ambition, our resourcing, and our approach:** After two years of work, there is a gap between the vision laid out in Goal 3, and the impact we are reporting. Going forward, AI could for example interrogate the way that we recalibrate our ambition to better reflect our short-term impact, or further invest on prevention work.
- **Sharpening to the toolbox:** Amnesty must innovate and expand beyond its current “toolbox” for ‘increasing the political cost’ of human rights violations in the context of crisis and conflict. We should continue to build on promising developments, such as our use of technology in conflict research, effective support to or being direct party to strategic litigation, or our growing efforts to support universal jurisdiction.

CASE STUDY | GOAL 3

EXPOSING VIOLATIONS AGAINST REFUGEES AND ASYLUM SEEKERS IN THE MANUS ISLAND

Amnesty heard in April 2017 that Papua New Guinea Defence Force soldiers physically assaulted a number of refugees and staff at the refugee detention centre, this needed to be brought to public attention. Amnesty’s report *In the Firing Line* used digital verification and forensic analysis of photos and videos to concisely show how the use of lethal force can put lives at risk. Iranian refugee and journalist, Behrouz Boochani, who had been detained at the centre for over three years, was a key informant for the report and subsequent action taken by Amnesty. Amnesty Australia was able to raise their media profile describing the appalling conditions in Manus, including the withdrawal of food, water and medical support. The ability to document violations on the ground and amplify the findings through the voices of refugees and asylum seekers triggered a number of

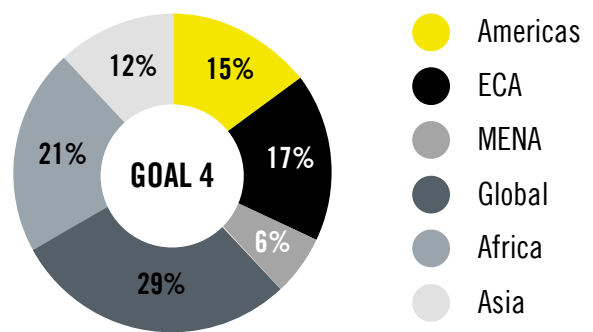
NGOs and journalists to visit Manus, making the story of Behrouz Boochani and others a constant feature in Australian media, up until November when refugees were forcibly removed from the centre to new facilities. Moreover, Amnesty worked to put pressure on key allies of the Australian government. For example, Amnesty New Zealand was instrumental in bringing the case to the Prime Minister of New Zealand to speak out against the Australian offshore detention centres. With media and political pressure building up, our movement mobilized to make sure no multinational company bid for the new contract to run Australia's offshore processing centres. Our supporters in Amnesty Spain, United Kingdom and Australia took action to target Ferrovial, Broadspectrum and Serco to demand they cease from taking new contracts to run the centres in Papua New Guinea. The outcome of our work in research, national advocacy and mobilisation was that Ferrovial and Broadspectrum terminated their contract to run the centres in Manus and Nauru in October 2017 and no other multinational company made a bid for the new contract resulting in an effective withdrawal of support to perpetuate human rights violations against refugees and asylum seekers by the Australian government.

GOAL 4: A WORLD IN WHICH HUMAN RIGHTS ABUSERS ARE HELD ACCOUNTABLE

The share of outcomes within GOAL 4 by ToC



Percentage of GOAL 4 outcomes per region



- In 2017, 17% of total of outcomes were reported under Goal 4. This share is broadly unchanged from 2016.
- Confirming a trend from 2016, greater concentration of outcomes is centred on improving governance and accountability at the national level, rather than the reinforcement human rights mechanisms at the regional and global level. The African region is an exception to this where we see concentrated most outcomes on regional and global human rights mechanisms – to help support the national work on criminal code reforms.
- Our impact on **corporate accountability**, despite being relatively smaller in numbers compared to other areas of work, is of significant scale. Building on several years of work, in 2017 all projects reported significant impact - pressuring governments to investi-

gate human rights violations and influencing corporate actors, international organisations, courts and law enforcement agencies to develop and enforce Corporate Human Rights Due Diligence.

- The work of national entities across all areas under goal 4 is a key **convener and enabler of movement** building – both that of our own, and the wider human rights movement in different national contexts. Outcomes include the creation and support of partnerships and coalitions, advocacy and lobbying of key decision makers, media (visibility) and mobilization.
- Death penalty: Amnesty reported a 4% decrease of executions compared to 2016 so the downward global trend continues, with Amnesty’s influence continuing as a result of its long-standing campaigning. Great progress was especially reported in **Asia**.

REFLECTIONS GOING FORWARD

- **Scaling up our influence of corporate actors:** The power of corporations, be it in technology and information-centered sectors, or in the extractive industries, is expected to increase. Consumer focused campaigns are popular with the national entities in the global north and do leverage consumer influence to get the companies to act. Bringing in the supply chain angle and connecting the human rights abuses at the point of extraction shows people that these companies that present themselves as ethical still aren’t doing enough. So these are strategies that we should increasingly explore and build on.
- **Strategic Litigation and Relief:** The use of strategic litigation and relief stand out as effective tactics that have contributed to many successes against corporate actors and sustaining advocacy and campaigning work of activists and HRDs. We should continue testing the use of strategic litigation at domestic and international level.
- **Share lessons learnt on international justice in Africa:** Going forward our portfolio of work should build on our work in Africa, where we were successful in mapping and strengthening inter-regional institutional links and developed cross-regional strategies involving regional teams, sections, National and Regional Offices as well as partner Civil Society Organisations.

CASE STUDY | GOAL 4 ADVANCING CORPORATE LIABILITY LAWS

In 2017, our work on corporate accountability enabled us to achieve concrete actions with systemic effects thanks to Amnesty’s technical expertise and capacity producing high-quality research and policy recommendations.

NATIONAL LEVEL. The French Constitutional Court ruled favourably on the merits of

a bill imposing due diligence obligations on French companies to prevent human rights abuses within their global operations. The Duty of Vigilance law is a landmark step on corporate legal accountability globally. This outcome was the result of Amnesty's sustained engagement with the issue, led by a coalition of partners including Amnesty France, who was a key actor in influencing the substance of the law, the technical recommendations during the constitutional challenge of the law, as well as organising advocacy support from European institutions.

GLOBAL LEVEL. Supported by advocacy led by Amnesty UK, France, Netherlands, Sweden, Norway, Denmark, Switzerland, Germany and Canada, Amnesty was able to influence and input in the Organisation for Economic Co-operation and Development (OECD) draft on Due Diligence Guidance for Companies on Responsible Business Conduct. Amnesty's legal expertise contributed to making sure the draft guidelines included standards on human rights due diligence covering issues such as disclosure, consultation with rights-holders, and remediation.

Amnesty's sustained engagement in past years with the UN Committee on Economic Social and Cultural Rights (CESCR) meant the final adoption of General Comment 24 on State Obligations under the International Covenant on ESCR in the context of business activities. Amnesty's legal and policy expertise led to the General Comment emphasizing state duties in areas such as the scope of states' extraterritorial obligations in relation to companies' cross border operations.

IV. A GROWING MOVEMENT: IMPACT UNDER STRATEGIC GOAL 5

MEMBERSHIP AND SUPPORTER GROWTH

In 2017 Amnesty reported action of just short of 6.8 million supporters. Our baseline for the year 2016 was just short of 5.5 million. This means that we have grown approximately 1 million supporters in the last year. Sections are forecasting similar growth as given in 2016, with 2020 global projections of nearly 16 million people.

This table shows regional split:

REGION	SUPPORTERS	% OF SUPPORTERS
ASIA	1,098,368	17%
AFRICA	315,138	5%
AMERICAS	705,223	11%
EUROPE	3,459,000	55%
MENA	20,000	0.32%
INTERNATIONAL MEMBERS	750,000	12%

GENDER AND DIVERSITY

The gender split of our members and supporters was:

MEMBERS	FEMALE	MALE	OTHER
NORTH	56.0%	42.6%	1.4%
SOUTH	49.6%	49.3%	1.0%

SUPPORTERS	FEMALE	MALE	OTHER
NORTH	53.4%	39.8%	6.7%
SOUTH	38.9%	50.3%	10.8%

GLOBAL	FEMALE	MALE	OTHER
MEMBERS	52.9%	45.9%	1.2%
SUPPORTERS	48.9%	44.5%	6.6%

In terms of age, the distribution in members and supporters is as follows:

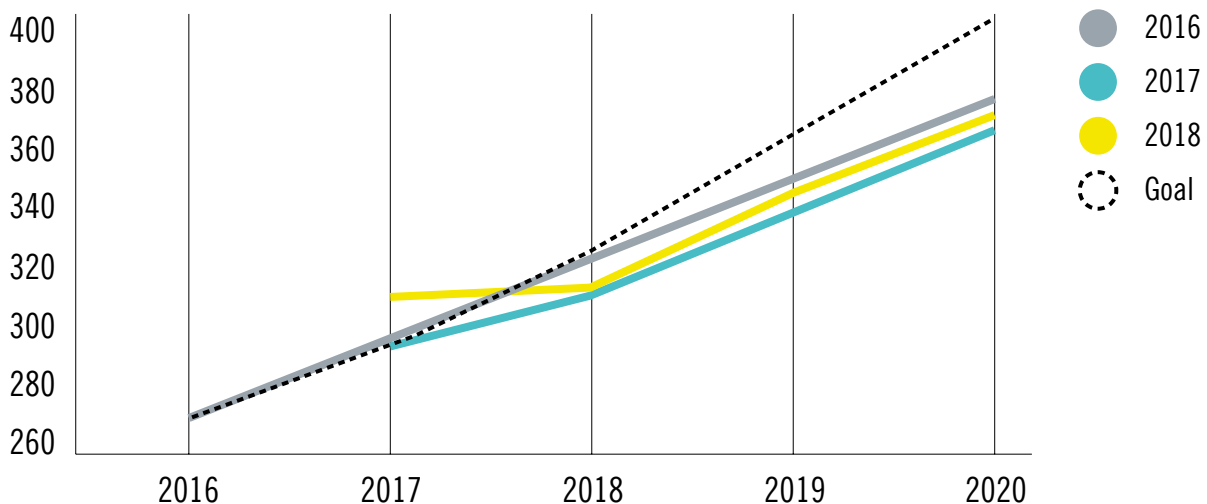
GLOBAL	<18	18-24	25-35	36-44	45-64	>65
MEMBERS	5%	17%	19%	22%	26%	11%
SUPPORTERS	4%	27%	18%	24%	25%	11%

SUPPORTERS	<18	18-24	25-35	36-44	45-64	>65
NORTH	2%	10%	18%	30%	24%	15%
SOUTH	7%	28%	17%	15%	27%	5%

MEMBERS	<18	18-24	25-35	36-44	45-64	>65
NORTH	1%	11%	19%	30%	22%	18%
SOUTH	8%	24%	19%	15%	30%	4%

This information needs to be considered in light of important caveats regarding the reliability of the data. The 2017 SAR is only the second reporting and projecting cycle of supporter figures. It is not surprising that many entities are still struggling to re-orient themselves to report in a new way and these changes are skewing overall perception of growth against targets. The IS is addressing this challenge by piloting forecasting and reporting systems with a group of accelerator countries to test what possible solutions can be made available to the movement.

Goal line and forecasts from 2016, 2017 and 2018



FUNDRAISING AND GROWTH

There has been continued progress with the fundraising outcome of Goal 5. The total 2017 fundraising income was €302 million. This is €12million (4%) higher than the 2017 budget. Against 2016 results this is €21 million (8%) more. This growth is getting us closer to our 400 million target – but we are not at present projecting to reach that target by the end of 2020.

When analysing the data by breaking it down into the four strategic income channels and “other”, the data shows that the positive variation against budget was driven mainly by Legacies (+ €6M or 28%). When looking at variation against prior year the main driver is Individual Giving (+ €11M or 5% growth).

As outlined above, we are presently not on track to meet our goal (though noting that 2017 performance was above projection), this means we must strive to do more and better to hit the agreed targets by the end of 2020 – both with regards to supporters and fundraising growth. Further strategic interventions are already planned, including a further increase in investment levels, ‘strategic boosters’, and new strategic areas of focus.

V. METHODOLOGY

HOW DOES AI DEFINE HUMAN RIGHTS IMPACT?

Amnesty's global approach to planning, monitoring, evaluation and learning about impact of our work is based on Outcome Mapping. We define impact in the form of **OUTCOMES** – an observable change in attitude, behaviour or actions of a key actor as a result of Amnesty's work. These changes can take many forms – but all should contribute in one way or another to Amnesty's 5 strategic goals, their high-level outcomes and 12 thematic theories of changes².

This report is based on the compilation and analysing of the data provided by National Entities and IS teams on **impact they achieved in 2017** – largely based on self-assessment and in some cases in consultation with partners and key stakeholders³. The Global Strategy and Impact Programme (GSIP) analysed a total of over 180 reports and “coded” the over 400 outcomes reported to the relevant Strategic Goal and associated thematic Theory of Change (ToC)⁴. Every outcome was also categorised by the main actor we managed to influence, successful strategies, and scale/type of impact. The aggregated data provides a **quantitative overview of which Goals we are seeing most impact in**, and which theories of change within the goals we are seeing most success in. The percentages outlined in this report are calculated on the basis of the total number of outcomes reported in 2017.

¹ Innovation: culmination of a series of decisions – both small and profound – made within a deliberate process of experimentation and design <http://globalknowledgeinitiative.org/wp-content/uploads/2017/06/Improved-Innovation-Decision-Making-Toolset-Abridged-1.pdf>

² <https://www.amnesty.org/en/about-us/how-were-run/strategic-plan/>

³ Data was received from 65 national entities through the Standard Action Report (95% of all entities - an increase from the 52 received in 2016) and 116 IS projects (65% of our project portfolio focusing on Goal 1-4 – an increase of the 80 reported in 2016). The relative low number of IS projects reported should be explained by the fact that not all projects have been fully operational in 2017 thus not needing to report.

⁴ While our strategic goals outline the overall ambition of a specific area of work, our ToCs define long-term goals thematically and then map backward to identify the approaches and strategies necessary to achieve them.