



# Organisational Plan: AIUK Priorities 2013

*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*

# Organisational Plan: AIUK Priorities 2013



## 1 Introduction

This plan outlines this year's priorities in AIUK's commitment to securing positive change for human rights in the UK and globally. Our agenda for 2013 is a challenging one, given fast changing political and economic conditions around the globe. This on-going instability, regionally and globally presents the risk of conflict and insecurity for many people. Under those conditions the protection and strengthening of human rights becomes paramount.

Our organizational priorities for 2013 reflect this reality and encapsulate a number of our key approaches to supporting change, including the influence of multilateral negotiations, advocacy of human rights towards the UK government, standing in solidarity with human rights defenders on the front line and developing our movement. This year's priorities are:

- Women's human rights in Afghanistan
- Campaigning for an Arms Trade Treaty
- Campaign for Violence Free Elections in Zimbabwe
- Growth

We will continue to work on MENA, specifically the on-going crisis work on Syria and Forced Evictions, particularly our Kenya Mapping project, as medium level priorities for at least the next six months. Our project on Human Rights in the UK has not been prioritized. However, we will continue to work on negative attitudes to human rights through our relationship with the Equality and Diversity Forum, through our media work and we will continue to resist negative proposals through our political lobbying. We will reassess prioritization and resource levels later this year.

In 2013, we have maintained a planning approach that is intended to focus on the outcomes we want to achieve, so that we can be clear about what changes in the world we are working towards and how our work will contribute to those changes. It is the second year of planning in this manner, so it is important that we continue to learn and develop the approach, so that we can better account to our stakeholders for our work and its effectiveness.

It is important to note that the scope and breadth of our work is always extensive. This paper focuses on the four priority outcomes in 2013. Beyond this, our team plans set out a wide range of campaigning, educational, marketing and organizational development tasks. Plans have taken account of the ongoing CAPP process and will be reviewed once uncertainties about AIUK's resources and structure have been resolved.

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## 2 The Context for our Plan

### *Globally:*

Over the last fifty years, Amnesty International has been recognized as the world's foremost Human rights campaigning force. Today's global context, however, presents new challenges for the movement and AIUK. In particular we note:

- Growing political and economic power of BRICs and other emerging powers and new emerging constituencies of supporters for human rights;
- The speed of technology and communications has made it possible to expose human rights violations and information on a global scale every minute of the day, meaning that for Amnesty to be relevant it needs to be much closer to the ground and these communities;
- Related to the above, transformative human rights changes are increasingly being driven from within countries, such as occurred with MENA.

These factors have informed the movement's adoption of a new global model of working to ensure that Amnesty International can achieve greater human rights impact and have increased presence in new parts of the world (predominantly the global south and east) by moving "closer to the ground". AIUK has a significant role to play in supporting that transformation.

### *Within the UK*

#### **Economic pressures**

The impact of the recession will be felt by AIUK on many levels, but most notably in its effect on our fundraising efforts. A lack of job security, particularly in the public sector is a concern, given the demographics of our supporter base. Household disposable incomes will be under pressure, and continued economic stagnation and inflationary pressures will compound the impact.

#### **UK political scene**

The poor state of the UK and world economies will continue to dominate UK politics and will be the focus of the G8 meeting in Lough Erne. Trade, security, engagement with emerging powers and tensions within the European Union will continue to drive UK foreign policy. Stability and reform in the MENA region, withdrawal of UK forces from Afghanistan and transition to Afghan government control will be the main focus of attention at the FCO. Securing a real commitment on the UK government's part for proper participation by women in those processes will remain our challenge.

#### **Demographic Change**

The population of the UK is ageing. Over the last 25 years the percentage of the population aged 65 and over increased from 15 per cent in 1985 to 17 per cent in 2010, an increase of 1.7 million people. This trend is projected to continue. Our challenge is to maintain and develop bonds with our ageing supporters, while also welcoming new generations of supporters.

#### **Impact and accountability**

The demand for transparency and accountability continues to permeate all areas of society and all audiences. People expect openness and accountability, they also demand evidence and proof over unsubstantiated promises.

# 3 Our four priorities for 2013

## 1. Arms Trade Treaty

A reduction in the transfer of weapons where there is a substantial risk of fuelling armed conflict, poverty, or serious violations of human rights or international human rights law.

Every day, millions of people suffer from the direct and indirect consequences of the irresponsible arms trade: thousands are killed, others are injured, many are raped, and/or forced to flee from their homes, while countless others have to live under constant threat of weapons. The uncontrolled proliferation and misuse of arms by government forces and armed groups takes a massive human toll in lost lives, lost livelihoods, and lost opportunities to escape poverty. Protecting the human rights to life, to freedom from torture, to freedom of expression, and to freedom from want is impossible without some form of effective control over the arms trade.

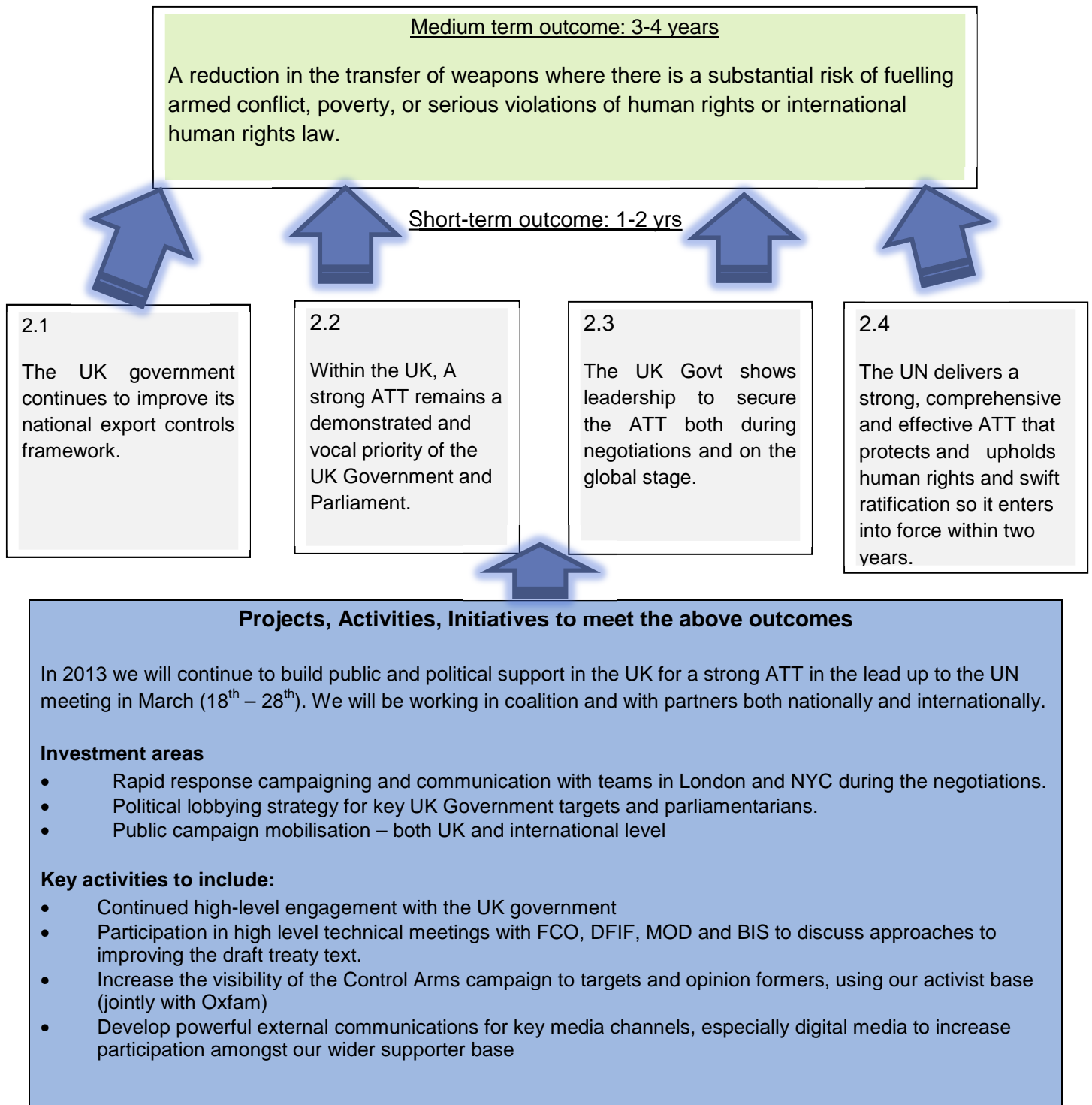
In 2013 we have a once in a lifetime opportunity to create a bullet proof international arms trade treaty (ATT) that will save lives. In July 2012, a month-long negotiating conference ended dramatically with a final day request from the US and other states for more negotiating time. Governments agreed to extend the ATT negotiations for a final 9 day conference in March 2013 and, should that fail to deliver consensus, then establish the ATT via a UN General Assembly majority vote. AIUK has a leading role to play within the planned global strategy. Working alongside our campaign partners in the Control Arms Coalition in the UK, we will be at the forefront of global efforts to ensure a robust ATT is agreed during the final UN ATT negotiating conference in March 2013.

Although the vast majority of states appear to support a robust and comprehensive ATT, some powerful states remain hostile or sceptical. Our strategy is to strengthen the draft treaty from the July 2012 negotiations in a number of key areas, whilst seeking to preserve some key gains we won relating to Human rights protections. We will fight to keep core human rights protections and work to fix loopholes in the current draft. We will seek to convince as many governments as possible to support the strongest treaty, while reducing the impact of sceptical and hostile governments who wish to weaken the current draft treaty or stall the negotiations. We will use evidence and arguments based on current events in the real world, showing how specific measures could have prevented the use of weapons against civilians in armed conflict, or the use of security equipment for violent suppression of peaceful protests.

The key challenge for the March conference will be to secure strong rules and comprehensive scope in the treaty. We will continue our research, lobbying and advocacy at the UN, focusing on maintaining strong language that stipulates that arms sales shall not be authorized where there is substantial risk they will lead to serious violations of human rights and International Humanitarian Law. The treaty must have a comprehensive scope, covering all types of weapons including ammunition and transfers.

AIUK has a specific responsibility to secure support from the UK government. To date, it has played a key role in championing a legally binding global Arms Trade Treaty. There has never been a more important time for the UK government to renew its efforts to secure a strong, comprehensive ATT in 2013. The UK Government must continue to show leadership on this issue at every opportunity at the UN and in bilateral discussion with other countries.

# Arms Trade Treaty



## 2 - Women in Afghanistan

*Sustained and continued improvements in Afghan women and girls' lives, particularly ensuring that women's rights are protected in reconciliation and transition, progress is made to tackle violence against women, and women activists are supported and protected.*

There has been significant progress in women's rights since 2001 and the fall of the Taliban. Today, nearly 40 percent of school-aged girls—almost 3 million—are enrolled in school, including 164,000 girls in secondary school. An additional 40,000 young women attend public or private universities or technical and vocational training institutes, with more enrolling each year; life expectancy has increased to 64 for both women and men; women have 27% of seats in the Afghan National Assembly; women's organizations are working to end violence and discrimination against women; and equal rights for women are enshrined in the Afghan Constitution and official Afghan policy. Considering the desperate situation of girls and women just over a decade ago, these are remarkable—yet tenuous—gains. They are newly won, not yet firmly grounded or accepted in Afghan society or psyche, they vary widely by geography and ethnicity, and nowhere are they effectively enforced.

Recent events, such as attacks against schools (particularly girls schools), the execution of a woman just outside Kabul the day before the 2012 Tokyo Conference, the murder of the Director of Women's Affairs in Laghman and the officially endorsed "Code of Conduct", which condones wife beating under certain circumstances and aims to restrict women's mobility, are causing many Afghan women to fear that reconciliation and transition will herald a reversal in their struggle for safety and rights.

There are also grave concerns about the conduct and accountability of the Afghan National Security Forces, including their lack of awareness of, and responsiveness to, the needs of women. Without accelerated reforms, levels of abuse and insecurity are likely to increase – fuelling social tensions and undermining stability. A consultation (2012) of over 300 women leaders across eight provinces found that a majority of women felt they had not meaningfully participated in planning for the transition. Consultations also found that Afghan women do not feel that the Afghan National Security Forces are not responsive to women's needs and do not uphold human rights standards and do not have the capacity and expertise to address the security needs of Afghan citizens, particularly women and children.

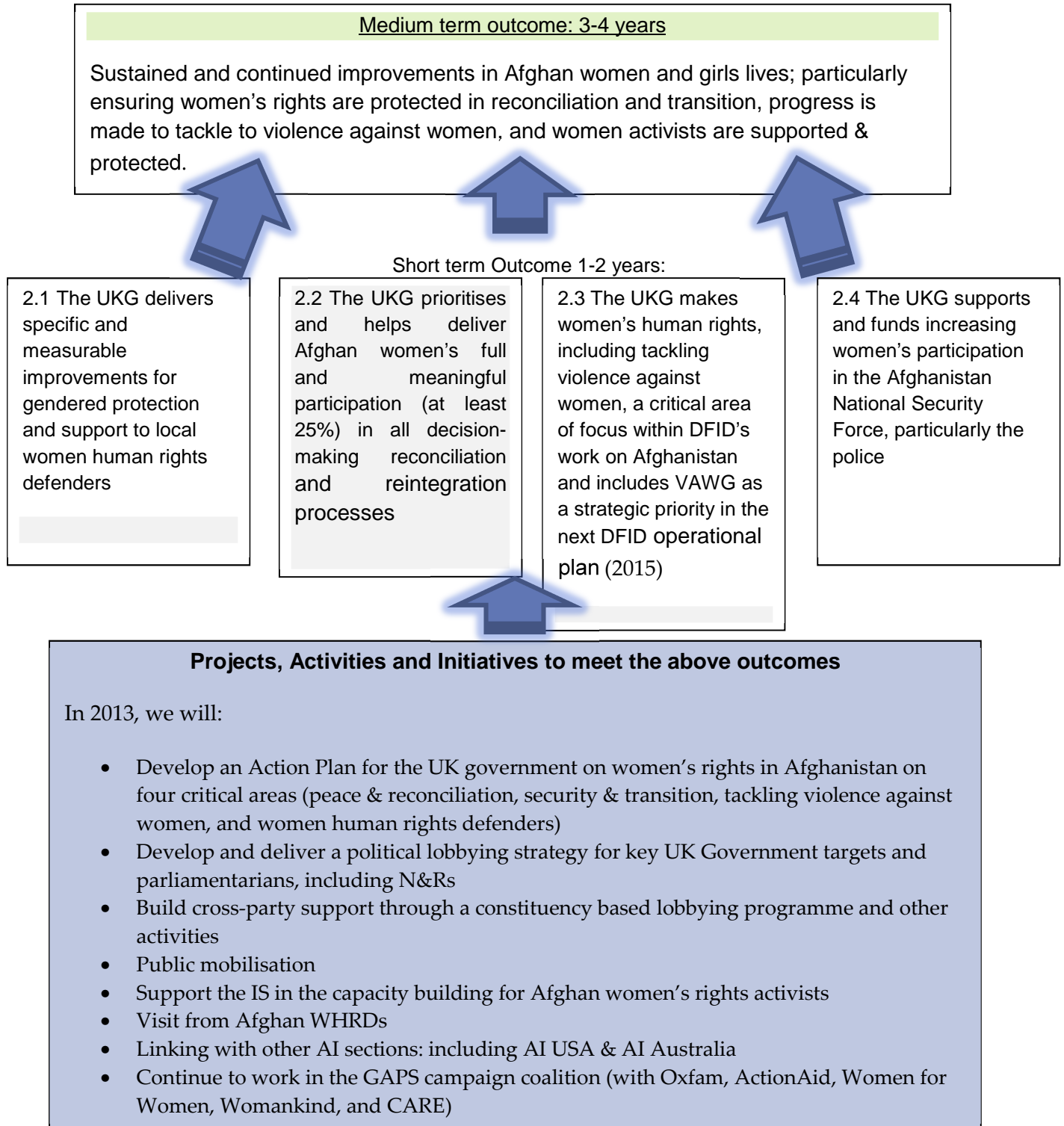
Responsive and accountable security forces are particularly important due to the high levels of violence against women in Afghanistan. Although comprehensive government statistics on the prevalence of violence against women in Afghanistan do not exist, a 2008 report found that 87 per cent of women had experienced at least one form of sexual, physical, or psychological violence, and 62 per cent reported more than one form of violence in the home. This violence is exacerbated by the lack of shelters for women to turn to when they experience violence. Women human rights defenders and high-profile women in public life also face attacks and intimidation particularly by powerful elements in society, including government members, others allied with the Taliban and other anti-government forces.

Afghanistan is a top priority for the UK Government in its foreign policy, international aid (the UK has committed £178 million per annum until 2017) and in terms of military engagement. So far, the UK government has championed Afghan women's rights in its rhetoric. However, in practice the UK



government is not prioritising women's rights across DFID, the FCO, or the MOD. 2013 is a critical time to ensure progress on women's rights is sustained and continued.

## Women in Afghanistan



### 3. Zimbabwe

*An improved environment in which human rights defenders exercise their rights to association, assembly and expression, and are strengthened to withstand violations which may continue to be perpetrated against them.*

Zimbabwe is due to go to the polls in 2013. The last election in 2008 was marred by extreme violence with over 200 killed and thousands more injured and displaced. The violence was often carried out with impunity; torture and ill-treatment of opposition supporters was widely reported. For months, the country was living in a state of fear. The election violence only subsided after agreement of a Southern African Development Community (SADC) backed power-sharing agreement. We are concerned that the elections scheduled for this year could see a return to the violence and bloodshed of 2008.

In 2008 many of those targeted were human rights defenders and civil society activists. Long-term AIUK case Women of Zimbabwe Arise (WOZA) leaders, Jenni Williams and Magodonga Mahlangu were detained for 37 days for peacefully calling on Zimbabwe's neighbours, SADC, to intervene to halt the bloodshed. In the post-election crackdown, Jestina Mukoko, Director of the Zimbabwe Peace Project, was abducted, tortured, held illegally for three weeks and then falsely charged with recruiting people to overthrow the government.

In 2013, human rights defenders will again be on the front line, promoting respect for human rights during this election period, mobilizing activists, monitoring and documenting human rights violations and supporting those whose rights are violated. AI's researchers have already documented a recent spate of harassment and arrests of human rights defenders. This could be indicative of a deliberate strategy to close the space for human rights work ahead of Zimbabwe's 2013 election and may be the beginning of a crackdown on civil society.

This campaign will primarily focus on two areas:

- Providing support and solidarity for human rights defenders on the ground that can prevent or mitigate violence
- Pressuring SADC to intervene to ensure there is no repeat of the horror and bloodshed of 2008

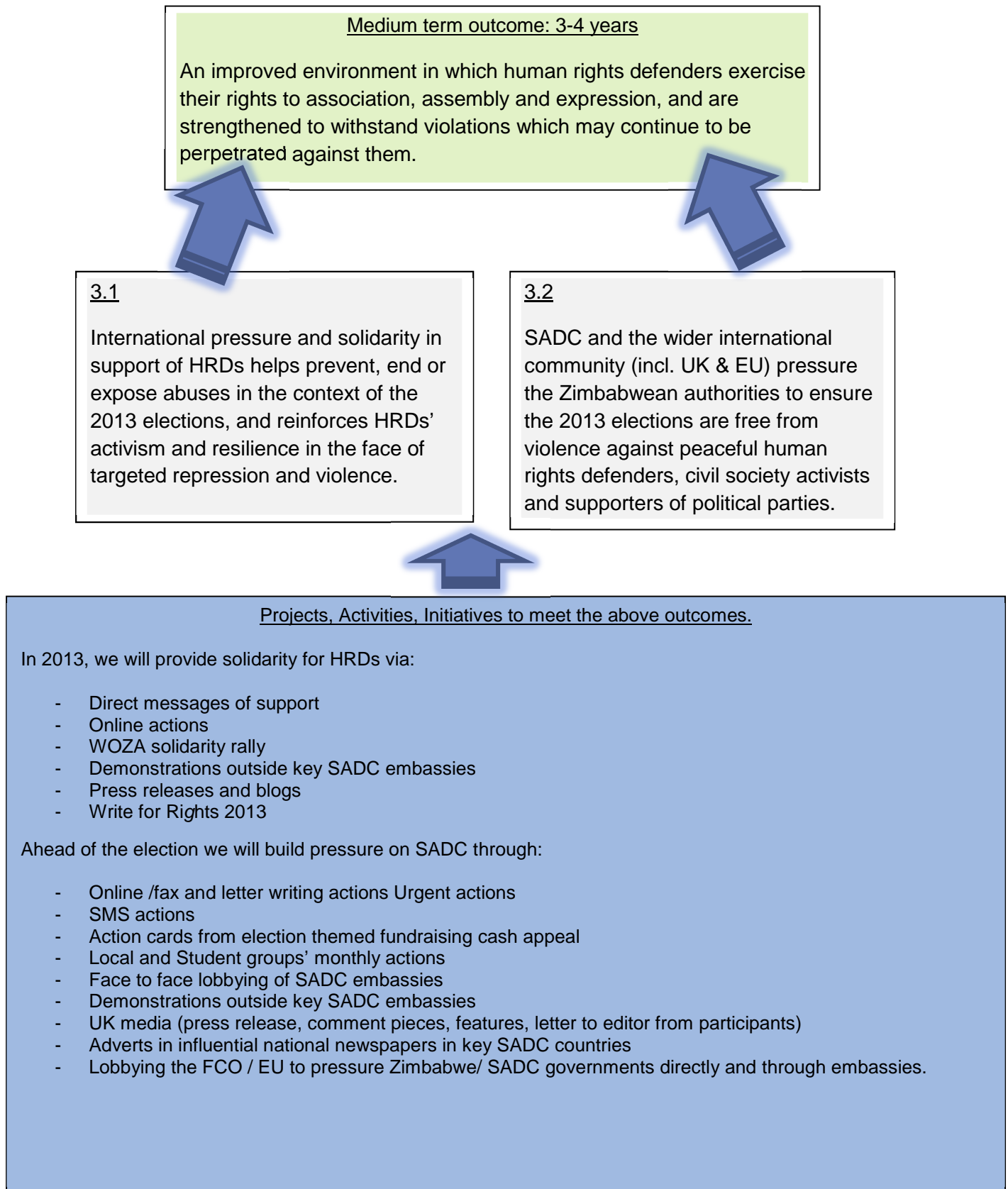
Solidarity with HRDs: International solidarity and activism can reinforce HRDs' courage and resilience to continue with their legitimate human rights work and provide some protection from violations, for example through better prison conditions or shortened periods of detention. Our supporters have stood in solidarity with WOZA since 2005, and in the coming months we will expand this solidarity and activism to the wider HRD community in Zimbabwe.

Lobbying SADC: Our analysis shows that the SADC governments can play a key role in influencing the Zimbabwean authorities and the main political players in this election. Many SADC countries share similar colonial histories, revolutionary struggles and have close economic, cultural and geographical ties with Zimbabwe. The Zimbabwean authorities, mainly President Mugabe whose party controls the security forces, is more likely to respond positively to pressure from SADC countries than from elsewhere. Ahead of the 2013 election, we have a great opportunity through SADC to pressure the Zimbabwean authorities to ensure this election is free from violence and fear.





UK government: As the former colonial power, there is a sensitive balance to strike in exercising the UK's influence over conditions in Zimbabwe. WE have significant scope to use this influence directly and via the EU/SADC to help secure the short-term outcomes outlined below.



#### 4. Growth

*At the global level, and particularly in the global south and east, more people will defend, promote and protect human rights.*

Amnesty's growth over its 50 year history is a great success story. From one British man's outrage at the imprisonment of 2 Portuguese students, we have grown into the world's largest human rights organisation with a multitude of real and tangible successes to our name. But, we know that we could achieve so much more if we could build a stronger presence in the global south and east. It is ironic that our physical presence is weaker where human rights abuses are stronger.

We need to grow Amnesty in the parts of the world where human rights abuses are most acute in order to be able to make a much greater difference to the lives of the people there. Amnesty International needs to grow not because we aim to be the biggest but because there is strength in numbers and we must be strong to counter the power of those who use people's hopelessness and isolation to operate with impunity.

In order to achieve this growth, we need more money and expertise to be directed to where our work is most needed. In order to achieve this, Amnesty has decided to redistribute its resources over the period 2011 to 2016, moving a greater proportion of money to the global south and east. This means that we need to raise more money here in the UK in order to be able to directly support that growth, and to continue to fund our campaigning work here.

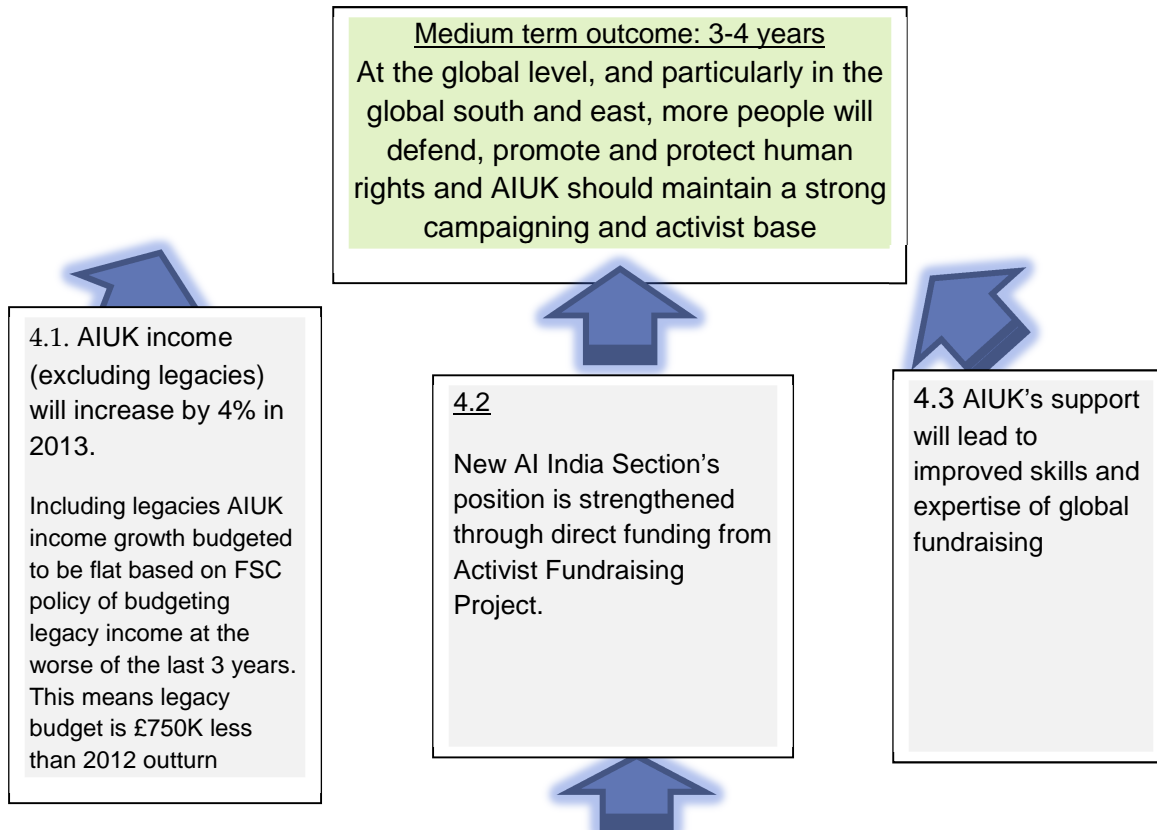
This is a particular challenge in the context of the current uncertain economic climate. And because of the economic climate, we have to be realistic about what we can achieve at this time. Having said that, we believe that there is potential to raise more money for Amnesty in the UK. This is founded on a thorough analysis of our fundraising programme, on the strength of the Amnesty brand and our knowledge that when we are able to communicate the work that we do in simple, human and inspiring ways the value of our work is very clear and we are able to attract more support and raise significant amounts of money.

Because of this we need a strong campaigning programme and a strong brand presence to support income growth. We will continue to strive to bring together our campaigning and fundraising and to actively engage supporters in our work and demonstrate to them the impact of their support. We will seek to build our brand presence through traditional and new media channels, through our activist networks and through our relationships with influential people. We will build on the communications review we undertook in 2012 and implement changes to the way we communicate to ensure we integrate our channels and messages more effectively.

We will learn more systematically from the experiences of our colleagues in the global south and across the movement to improve the way that we campaign, communicate and raise money and vice versa. We can see the greater impact we can have for human rights by working more directly with our colleagues on the ground in the areas of greatest need, and by directing a greater proportion of our money raised in the UK to the global south and east.

The key strategic choice AIUK is making at this stage is to do our best to grow our income in order to be able to meet this goal and at the same time enable us to maintain a strong campaigning and activist base here in the UK. We have made this choice because of the important role of the UK on the global stage, and therefore the global benefit for human rights of a strong Amnesty presence in the UK, and because of the quality and human rights impact of the work that we do here in the UK.

## Growth



### Projects, activities and initiatives to meet these outcomes

In 2013 we will...

- Recruit 22.3K new supporters
- Upgrade the gifts of 20.3k supporters
- Increase income from trusts and foundations by 107%
- Successfully deliver year one of the Comic Relief project (this is £400k over three years to work on reducing forced evictions and sexual violence in key slums across Kenya). Secure similar funding levels from the Big Lottery Fund for maternal health projects in Uruguay.
- Increase income from Corporates and Affiliates by 11%
- Build on the 2012 innovations, investing further in the weekly regular online lottery, pocket protest, and our in-house face to face fundraising team
- Roll out actions from the Supporter Insight Strategy to improve our knowledge base and through this increase our fundraising effectiveness
- Deliver on the Activism Fundraising Project with a view to increasing income from activist constituencies, contributing to an 11% increase in our Community Fundraising income and direct support for the new AI India Section
- We are reviewing the cash giving programme to assess how we improve the cash retention rate.
- Implement the learning from our year one retention communications test. We aim to improve year one supporter retention by refocusing our supporter recruitment strategy on channels which deliver higher supporter retention rates and by improving the way we communicate and build affinity with new supporters.
- Implement the recommendations from the magazine review as part of the wider communications review.
- Conduct the shops review and implement the recommendations to increase income from shops and sales
- Develop a strategy to increase average gift values across the supporter base where potential is greatest
- Deliver inspiring and empowering digital presences including through the launch of AIUK's new website in Spring 2013
- Reach at least 70% of all UK adults at least 15 times a month through our media work
- Play a leading role in the work of the Global Fundraising Management Team to implement the new global fundraising strategy which seeks to improve fundraising performance across the movement

## 4 Organisational enablers

In support of our four outcomes and broader campaigning agenda, AIUK will be improving and aligning its own management systems, capability and capacity to greatest effect.

Key changes being progressed in 2013 include:

- **Website re-development**

The new amnesty.org.uk website will launch in the first half of 2013. It will provide a much enhanced user-experience for supporters and increase the overall effectiveness of both digital campaigning and income growth. It will also enable us to retire the current platform that was developed over seven years ago.

The vision for AIUK's digital strategy remains in line with the original roadmap that was signed off in 2011 and both enables a 'digital first' organisational strategy and puts our members and supporters at the heart of our digital experience.

However, in line with the recommendation from the CAPP Communications Review we will review and potentially re-prioritise the website roadmap in light of strategic outcomes and changing user behaviour/expectations. We will begin this process in April which will also give the teams using the new website at Amnesty the space to fully explore the content and community possibilities with the site and to mitigate against us developing functionality and/or tools that aren't required to achieve our objectives.

- **Gender and Diversity Mainstreaming**

In 2013 we will begin to consolidate the learning from our previous focus on gender and diversity mainstreaming. We will evaluate the 2 year project we undertook and take forward recommendations made within this evaluation where possible within the constraints of CAPP. We need to ensure that our commitment to taking forward this work is not short-lived. Rather, in line with the movements' Diversity Road Map and Gender Action Plan we need to make the promotion of gender equality and the creation of an inclusive organisation central to our mission and part and parcel of everyone's job.

- **Development of AIUK planning**

Further to the initial steps in 2012, AIUK will develop a medium term blueprint to further develop, better integrate the way AIUK plans its work in pursuit of its outcomes and in support of globally agreed priorities.

- **CAPP Project**

We will maintain business as usual through to the AGM, covering areas where vacancies exist as appropriate. Following the AGM, we will manage any transition to a new structure and adapt to a reduction in Corporate Services capacity in continuing to support organisation-wide activity. This work will include developing a culture to support new ways of working and enabling us to bed in any new structure.



In the event a new structure is implemented in 2013, to work on embedding it and reviewing and developing staff / management relationships given the challenges faced in 2012 / early 2013.

- **Take forward recommendations of the Communications Review**

We will build on last year's review of AIUK's mass communications, undertaking further analysis of our processes and implementing recommendations that are intended to deliver a more integrated and effective programme, whilst reducing costs. We will redesign our membership magazine, review the evaluations of Amnesty TV and the Secret Policeman's Ball to draw lessons for the future, and revise our budgeting and management processes for communications. Drawing on our participation in the Global Communications Group and Brand Management Team, we will agree a timetable and plan to incorporate global branding at AIUK.



## 5 Monitoring and reporting

At the conclusion of every quarter in 2013, AIUK will review of performance against this plan. That report will be available to our Board and staff and will highlight.

- Achievements and notable successes recorded to date;
- Delays or areas where we were not able to deliver according to the plan – and the reasons why
- New and emerging risks and how these will be managed.
- The addition of significant new areas of work not originally included in the Plan;
- Amendments or changes in the existing plan that have agreed

It will also form the basis of our 2013 Annual Report.

In this first year of transition to outcome focused planning we will take the opportunity to test and explore different methods of reporting and further refine how we can best use performance information to account for our progress.

We intend to address our contribution to outcomes and measure outcome performance as we become more proficient in using performance information tools. For 2013, we will utilise available data and other evidence to illustrate changes in outcomes.