



STRATEGIC DIRECTION 2011-2016

I am delighted to be able to present Amnesty International UK's (AIUK) Strategic Direction to the 2011 Annual General Meeting. The document sets out our strategic intent for the period of the Global Integrated Strategic Plan and how AIUK will play its part in that.

As a movement in order to achieve significant and sustainable growth in the global south and east and transform the human rights environment globally, Amnesty has decided to redistribute its resources, moving a greater proportion of money to the global south and east. We at AIUK are in total agreement with this direction, and at the same time wish to maintain the effectiveness and vibrancy of our campaigning work in the UK. So for us the key challenge must be to increase our income to support this desired growth in the global south while enabling us to maintain our campaigning work.

While drawn up by the Board and staff, I recognise that the success to its implementation lies in the dedication, inspiration and involvement of our many many activists – whether they be our local groups, country co-ordinators, regional representatives, student and youth groups, trade union activists, other networks or individuals who all share our passion for human rights. Our challenge now will be to support you to all to play your part.

In these days of a rapidly changing world, both externally for human rights, and internally for Amnesty as an organisation, things will be bound to change. The Board will maintain oversight on the implementation and ensure it is developed through the annual planning of the organisation. In the final consultation many of you wanted to know what the priorities are for the start of the period and so we have included an appendix that shows a summary of key objectives for 2011.

I look forward to our work together to deliver these ambitions

Kate Allen
Director AIUK

Amnesty International UK



STRATEGIC DIRECTION 2011-2016

Strategic Direction 2011-2016 sets out the context for Amnesty International UK's work, the key challenges over the period of the current International Integrated Strategic Plan, and the direction that the organisation will take to meet these.

Strategic Direction does not seek to identify all the goals or work that we will have over this period, but will set the framework for our organisational planning over the medium and longer term. It will not be static and will have review points during its life to ensure it is reflective of developments in the world, in Amnesty internationally and in Amnesty in the UK.

1 AMNESTY INTERNATIONAL

Amnesty International is a global movement of people who campaign for a world where all women, men and children can live in equal dignity and where they enjoy the respect, protection and fulfilment of their human rights regardless of their identity or socio-economic status. Outraged by human rights abuses but inspired by hope for a better world, we work to improve human rights through campaigning and international solidarity.

2. THE ROLE OF AMNESTY INTERNATIONAL UK

Amnesty International UK (AIUK) is one of the largest Amnesty sections in the world. Working with others in the worldwide movement and other organisations, we:

- build support for measures to prevent and end grave abuses of human rights, through campaigning and advocacy;
- promote Amnesty International's research findings and human rights concerns;
- raise awareness, develop understanding, encourage observance of human rights within the UK population, our governments and corporations;
- enable women, men and children to stand up for justice by building a movement of supporters in the UK and inspiring them to act;
- raise money to deliver AI UK's work, the work of the international movement and to support the growth of our global movement, especially in the Global South

3. THE CONTEXT FOR AIUK'S STRATEGY

There is a future where no-one starves, where all children are schooled, where inequalities between girls' and boys' mortality, health and life choices are eradicated, where the death penalty has been consigned to history, and no-one is tortured.

This future is stable, secure and open. With people free to speak their minds and associate with who they want. If markets and communications are globalised, so are human rights. The rule of law is upheld and used to end killings, abuses and instability. Those who violate it are brought to justice.

Amnesty International has the reach, the scope, the expert knowledge, and the strategic partnerships to help make this happen. This is our vision.

We exist to achieve real change for people by improving their human rights. Our most recent International Council Meeting (2009) agreed that the goals of our international movement for the period up to 2016 are that we will seek to effect human rights change by:

- Empowering people living in poverty
- Defending unprotected people on the move
- Defending people from violence by state and non-state actors
- Protecting people's freedom of expression and freedom from discrimination

Amnesty International stands at a decisive moment. With new leadership in post, bringing vision and energy to the movement at a time when the movement has taken a key set of decisions to strengthen our presence in areas of the world where our presence has been too small for too long. Such growth is essential for Amnesty's long-term relevance and human rights impact.

As an organisation based on the fact that ordinary people working together for change can achieve extraordinary results, growth is imperative for Amnesty in the six years to 2016. Brazil, Russia, India, China and South Africa are key emerging powers. While Amnesty has long addressed the domestic human rights records of these countries, only recently have we begun to acknowledge their influence on human rights beyond their own territories. In addition, we have much work to do to support the development of human rights in Africa. The Integrated Strategic Plan for the movement states 'The greatest hope for human rights is that people the world over identify with the global human rights movement, using their own rights in defence and protection of the human rights of others. People are the lifeblood of the larger human rights movement, at the heart of Amnesty International itself'

The key challenge for Amnesty International over our next plan period 2011-2016 is to achieve significant and sustainable growth in the global south and east. Achieving this goal has the potential to transform the human rights environment globally.

In order to achieve this growth, 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. We at AIUK are in total agreement with this direction, and at the same time wish to maintain the effectiveness and vibrancy of our campaigning work in the UK.

This means that for AIUK our key challenge over the period 2011 to 2016 must be to increase our income to support the growth in the global south and enable us to maintain our campaigning work here. The current economic environment in its own right poses threats to peoples human rights, but it will make all the more challenging for us to raise funds. AIUK will need to develop a much stronger fundraising focus, but always seeing fundraising and campaigning as mutually supportive. This will not mean a decline in campaigning focus or output but it will mean an equal focus on fundraising and this will mean all of us giving greater thought to the value of our fundraising and how we can raise more money over this period.

4. AIUK'S STRATEGIC DIRECTION

Over the next five years to 2016 we know that we will need to focus our sight on a limited number of key strategic directions. These are to:

- Pursue and achieve human rights change through vibrant, focussed and objective-led campaigns
- Increase net income in order to support AI's growth in the global south and to maintain the campaigning effectiveness of AIUK
- Increase our ability to raise awareness and educate in order to achieve human rights change, within the UK and internationally
- Shape and deliver a more effective global movement
- Build the size, vibrancy and effectiveness of support for Amnesty in the UK
- Become more efficient and effective as an organisation

4.1 Pursue and achieve human rights change through vibrant, focussed and objective-led campaigns

Between 2004 and 2010, we have achieved much. The UK government helped lead efforts to agree an international Arms Trade Treaty, following our successful campaign. We helped to establish the End Violence Against Women coalition that achieved an integrated government strategy to address gender-based violence. We played a leading role in the ongoing struggle to establish a Northern Ireland Bill of Rights and in resisting and reversing the erosion of human rights as a response to terrorist attack. Thanks to our effort, people trafficked into the UK are now better protected. Around the world our campaigning, advocacy and solidarity helped to encourage and improve the situation of scores of individuals at risk and human rights defenders.

Looking forward, AIUK will work for change in line with our global movement's Integrated Strategic Plan. This plan established four broad directions for our human rights work: Empowering people living in poverty; defending unprotected people on the move; defending people from violence; protecting people's freedom of expression and freedom from discrimination. Our campaigns will develop and change, informed by international priorities. However, throughout the current strategic period, we will place a particular emphasis on:

- The global Demand Dignity campaign on poverty and human rights;
- The establishment and maintenance of an AIUK Women's Human Rights Programme, building on the successes of the Stop Violence against Women campaign;
- Work with and for individuals at risk

4.1.1 We will continue to develop our campaign planning. Each campaign will have an articulated strategy and operational plan geared to the attainment of specific and measurable objectives that are relevant to broader and longer-term goals.

4.1.2 Our campaign plans will increasingly ensure that the experience of women are highlighted both in our analysis of the human rights situation and the changes being sought.

4.1.3 We will develop a new model for prioritisation across our campaign programme. Our programme will reflect the movement's desire to work on new issues of concern, as well as the traditional, to engage with popular causes and those that are neglected.

4.1.4 Together with our international movement, we will develop our understanding of the concept of "active participation" for rights holders, where we will put the views of those we stand with and work for at the heart of our plans, and how this can apply to AIUK . .

4.1.5 We will influence and inform the UK's national and devolved political systems by highlighting human rights challenges and promoting solutions. We will cultivate and grow our relationships with civil servants and politicians from across the political spectrum, viewing these relationships as a key component of successful advocacy.

- 4.1.6 We will carry out our work in partnership with others, where this makes human rights change more likely. Such relationships will be carefully managed to ensure they are mutually beneficial.
- 4.1.7 We will improve our approach to monitoring the progress of our campaigns and evaluating them, informing our supporters of their progress in an inspiring and motivating way. We will adopt a consistent model, appropriate to the circumstances, to help us understand and measure change.
- 4.1.8 We will develop the capability to support human rights change and international solidarity through rapid action, projecting our voice on issues of the moment, enabling our supporters to take action where possible.

4.2 Increase net income in order to support AI's growth in the global south and to maintain the campaigning effectiveness of AIUK

Between 2004 and 2010 we have increased our total income by 35% and increased our annual contribution to the international movement from £4million to £7 million. A significant achievement. However economic times are difficult and our income in 2009 and 2010 has been flat. The 2009 International Council Meeting has set a growth target for the movement of 35% over the period of the ISP (2010-2016) in order to enable Amnesty to have more effective human rights impact in the global south and east.

Achieving a 35% growth over this period within the UK will be a challenging target, but one we will do our utmost to achieve so that we can directly support the growth of Amnesty in the global south and east while maintaining the size and vibrancy of our campaigning work in the UK and always recognising that there is a balance between fundraising and campaigning.

In order to do this we will

- 4.2.1 Strive to increase net income by 6% each year, to meet the 35% growth by 2016
- 4.2.2 Create a stronger integrated fundraising culture, both at AIUK and internationally, so that we all understand the direct impact on human rights globally that our UK fundraising achieves and all strive to support it
- 4.2.3 Invest in recruiting and retaining supporters to grow our supporter base
- 4.2.4 Focus on major donor development as the area in which we see potential for high growth rates
- 4.2.5 Improve the tools and resources available to us to help fundraise, including real cases for support, restricted giving opportunities, and increased data analysis capacity.
- 4.2.6 Fundraise directly for the international budget with clear accountability to allow for donor reporting
- 4.2.7 Connect fundraising and fundraisers more directly to our human rights work – at AIUK and internationally.
- 4.2.8 Create greater visibility and relevance of Amnesty in the UK through the quality of our campaigns, our media work and by improving the way we communicate about Amnesty's work and impact.
- 4.2.9 Build on the success of We Are All Born Free and develop merchandise and other fundraising initiatives for young people
- 4.2.10 Innovate in the way we fundraise and to continue to develop our digital fundraising skills, embedding digital throughout our fundraising activities.

4.3 Increase our ability to raise awareness and educate in order to achieve human rights change, within the UK and internationally

Between 2004 and 2010, AIUK acquired a reputation as a trusted provider of high quality human rights education material for secondary schools and, particularly in Northern Ireland, to the primary sector as well. Hundreds of thousands of children have benefited. Our media operations took the world's human rights stories to audiences that were measured in millions. We also redeveloped our understanding of Amnesty's brand in the UK and deliberately reached out to a wider audience with high profile events like the Secret Policeman's Ball and our innovative use of digital media.

This work will continue through the next strategic period. We believe that educating people about their human rights has intrinsic value and that exposing human rights abuses to public scrutiny is of crucial importance. It is also vital that we continue to reflect on our brand and build awareness of our organisation in a way that helps people to identify with our work and conveys our strength as a force for change.

In order to do this we will:

- 4.3.1 Enable our supporters to take our messages to their constituency-based political representatives and local communities in a sophisticated, joined-up, and effective way.
- 4.3.2 While continuing to prioritise our work with the secondary school sector, we will also adopt a broader definition of human rights education within AIUK reflecting that of the wider international movement. We will recognise that human rights education includes our work with communities at risk of human rights abuse and includes our own supporters and that where properly equipped and enabled, these activists can raise the awareness of others.
- 4.3.3 Maintain a visible, flexible and positive media presence in the UK media markets that keeps a breadth and depth to our coverage both in old and new media.
- 4.3.4 Recognise that media coverage is a core component of our work not only important to campaign success but also critical to effective fundraising and publicising Amnesty International's perspective on human rights challenges.
- 4.3.5 Work alongside the international movement to create and adopt a strong, compelling and unifying global brand identity for Amnesty International. To use this work to revitalise the way that we communicate about Amnesty in the UK and to build awareness of and support for Amnesty International in the UK,

4.4 Shape and deliver a more effective global movement

Perhaps the most significant change to the way we work over the 6 year period to 2016 will be influenced by this aim. The global movement has embarked upon an ambitious undertaking to work more closely together in order to improve our effectiveness and to expand Amnesty globally into the areas where it can significantly increase its human rights change. As a leading section, AIUK will play our full part in influencing and delivering this aim. It has very exciting potential, but we recognise that there is much work to do.

- 4.4.1 Work with the IS and other sections to agree a model to increase our financial contribution to the movement to a goal of 40% of assessable income by 2016
- 4.4.2 Deliver a successful Art for Amnesty pilot project on behalf of the movement and feed the learning into the development of international models of working
- 4.4.3 Play a leading role in the project to develop a global fundraising service across the movement and also become a centre of excellence in major donor development.
- 4.4.4 Share our knowledge and expertise amongst other sections and the IS and ensure we always learn from the experience of others
- 4.4.5 Increase the sense of being part of an international movement for our staff and members through for example, involvement in global actions, partnerships with other national sections, collaboration in skills-sharing and training across the movement.
- 4.4.6 Help the international movement develop systems for planning and monitoring its allocation and use of resources, so we can report in a clear and transparent way to donors and other stakeholders.
- 4.4.7 Work together with staff across the movement, and particularly at the IS, in a mutually supportive and professional relationship, based on an understanding of our respective competencies and responsibilities

4.5 Build the size, vibrancy and effectiveness of support for Amnesty in the UK

The size and effectiveness of our supporter base is directly linked to our ability to influence others and to our relevance in the UK. In 2008 our activists were noted as the most vibrant active campaigning network in the UK and we will be developing a more detailed strategy to guide this network into the next decade. We have over 200,000 individual regular Amnesty supporters and over 500,000 people whom we know have taken action with us over the last two years. Amnesty's unique strength lies in our people and over the next 6 years we will:

We will

- 4.5.1 Celebrate and benefit from the fact that we are a global movement, by actively connecting our UK activists with each other, with their counterparts overseas and to human rights advocates beyond AI around the world.
- 4.5.2 Grow the overall size of our supporter base.
- 4.5.3 Seek opportunities for popular activism around key big actions where high volume popular support will add real value to campaign goals.
- 4.5.4 Harness the enthusiasm, commitment creativity and needs of all our activists in the delivery of our strategic direction
- 4.5.5 Remove some of the current distinctions that separate our activists and supporters into categories thus encouraging and enabling individuals, groups, networks and affiliates to engage with and support our work in a variety of ways.
- 4.5.6 Remove barriers to engage more financial supporters in campaigning activities, and to encourage activists to become financial supporters
- 4.5.7 Use digital media to take AI and our issues to new and existing audiences, enabling people to learn about and contribute to our work and to communicate with one another.
- 4.5.8 Continue to maximise young people's enthusiasm and commitment, increasing the integration of young activists into the wider Amnesty family and by ensuring that Amnesty is safe and welcoming for young people.

4.6 Become more efficient and effective as an organisation

In 2004 we had 118 full and part time staff – in 2010 that number is over 190. We have made many advances over that period, but if we want to achieve our ambition to support the international movement's growth goals and maintain the size of our work in the UK then we will need to be increasingly efficient and effective in the way that we work.

- 4.6.1 We will have a governance structure that is appropriate for the demands and changes of the next five years and revise it where necessary.
- 4.6.2 Develop a governance structure that is accountable to all stakeholders and complies with our commitments under the International Non- Governmental Organisations Accountability Charter and works in line with best practice.
- 4.6.3 Have goals and priorities that are clear and understood at all levels of the organisation and amongst our staff and members, to monitor and evaluate progress against these and have the determination to ensure that they are achieved.
- 4.6.4 We will control and scrutinise our costs so that we are best able to meet our goals to achieve our contribution to the international movement while maintaining our campaigning levels in the UK.
- 4.6.5 Develop our managers at all levels in the organisation to ensure they are equipped to lead and motivate their people and deliver results
- 4.6.6 Provide greater clarity and speed in our decision making while remaining consultative.
- 4.6.7 Provide staff with the right resources to do their jobs effectively and efficiently, including the development of Information Technology and Knowledge Management strategies
- 4.6.8 Invest in developing our staff, volunteers and activists through training and skills-building, supporting knowledge-sharing and learning, and opportunities for professional development.
- 4.6.9 Increase AIUK's internal institutional human rights knowledge and expertise and ensure that the human rights content of our work is centre-stage throughout AIUK
- 4.6.10 Develop a strategy for gender mainstreaming, bringing a gender perspective to all aspects of AIUK's culture, policy and activities, and learning from the International Mainstreaming Task Force..
- 4.6.11 Have a more diverse workplace, with particular emphasis on racial diversity.
- 4.6.12 Work in partnership with our Trade Union to create a dynamic and healthy work place that values change, and provides flexibility in our working practices to ensure staff and volunteers most effectively contribute to AIUK's work.