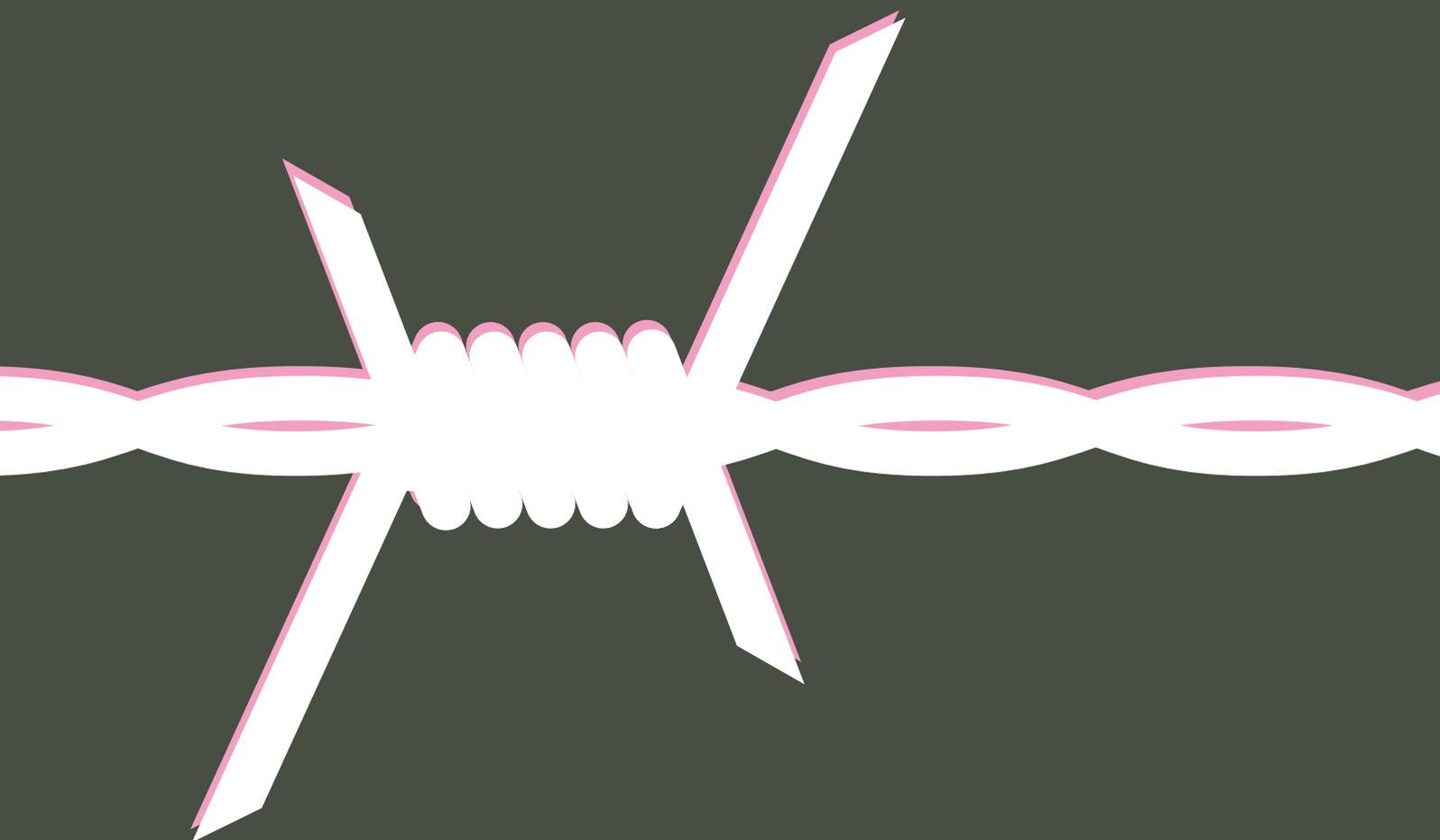




# ANNUAL REPORT 2011

Amnesty International UK





**Amnesty International UK  
is one of 72 national  
entities that make up the  
Amnesty International  
movement.**

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## ABOUT THIS REPORT

Our annual report provides an overview of Amnesty International UK and our work, from 1 January to 31 December 2011. (Our last annual report covering nine months April to December 2010, and published in June 2011, brought our reporting period into line with the global Amnesty International calendar year reporting period 1 January to 31 December.)

Our annual report aims to show our stakeholders how our organisation is governed, managed and funded, the nature of our work and the extent of our impact. The report covers the combined activity of two legal entities:

**Amnesty International United Kingdom Section**, a limited company registered in England (number 01735872), which undertakes campaigning work in the UK.

**Amnesty International (UK Section) Charitable Trust**, a charity registered with the Charity Commission for England and Wales (number 1051681), in Scotland with the Office of the Scottish Charity Regulator (number SCO39534) and a limited company registered in England (number 03139939), which funds some of the projects undertaken both in the UK and globally.

We refer to these two entities as Amnesty International UK (AIUK).

Amnesty International UK is one of 72 national entities that make up the Amnesty International movement. For information on activity elsewhere in the world, please visit [www.amnesty.org](http://www.amnesty.org)

# FROM THE CHAIR

## Ready for the challenge

**I felt very proud – and awed – to become chair of Amnesty International UK on the eve of our 50th anniversary in May 2011.**

The year was enormously significant for Amnesty worldwide, and for AIUK in particular. It's amazing to look back to 1961 and consider how a small group of people, inspired by the lawyer Peter Benenson, set out to highlight the plight of political prisoners across the world; and how that 'campaign for amnesty', intended to last a year, turned within months into an international movement that became the world's largest non-governmental human rights organisation, with more than three million supporters in at least 150 countries.

Even though Amnesty has grown beyond anything Peter could have imagined in terms of size, global reach and areas of concern, the essentials remain the same. Amnesty is effective and trusted because we carry out detailed research on the ground, unswayed by national, political, economic or religious interests. We work tirelessly for individuals affected by human rights abuses. Our independence is underwritten by the fact that our funding comes primarily from our members and supporters – the same people who democratically control Amnesty and who campaign and take action on behalf of those whose human rights are denied.

On 28 May 2011, Burmese opposition leader Aung San Suu Kyi sent Amnesty a recorded message. 'I wish,' she said, 'on



this 50th anniversary of Amnesty International, that its work will continue to be so successful, that there will no longer be any need for such an organisation.' Poignant words, because she and we knew the scale of oppression in the world is such that it is unlikely Amnesty will be shutting up shop in our lifetimes. In fact, we still need to grow, in numbers of supporters, in resources, and in influence.

When Suu Kyi spoke even she cannot have imagined that within a year hundreds of political prisoners would have been released in Burma, that her National League for Democracy would have been allowed to stand in parliamentary by-elections and win 43 seats, or that she would be free to travel to Europe. Who could have imagined that by the end of the year dictators such as Ben Ali, Gaddafi and Mubarak would have been swept away? Sometimes the pace of change takes everyone by surprise.

It demonstrates that hope and persistence can be rewarded against all the odds. Hope is the candle

flickering in the darkness that helps the prisoner of conscience – or a whole people – hold their head high. But things do not always turn out as we might like. As we rejoice at a dictator's fall, elsewhere the forces of repression tighten their grip. Human rights abuses will always occur, and Amnesty will always be there to fight them.

In the year ahead Amnesty's priorities worldwide must be to encourage and support the flowering of freedom in countries such as Burma, Libya and Egypt; we must achieve a comprehensive and meaningful Arms Trade Treaty; we must expand Amnesty's presence and effectiveness in the global South and East – particularly among emerging powers such as Brazil, India and China.

For AIUK this means raising funds to support Amnesty's worldwide growth, as well as sustaining our campaigns, advocacy and education work in the UK at a time of economic difficulty. I am keen to ensure that we continue to develop our work around human rights education and that we continue to make issues around accountability and transparency a priority.

These are challenging times. But, if the past 50 years have taught us anything, it is that Amnesty is always ready for a challenge. Bring it on.

*Ciaran Helferty*

Ciaran Helferty

# FROM THE DIRECTOR

## 2011 the year in review



**2011 was an extraordinary year. For months everyone at Amnesty had been preparing for our 50th anniversary in May, looking back at an amazing half-century of achievement and looking forward to the challenges ahead.**

As the year dawned, something no one had foreseen happened. The 'Arab Spring' got under way in Tunisia in December 2010 and a month later the dictator Zine al-Abidine Ben Ali fled to Saudi Arabia. Across the Middle East and North Africa (MENA), people realised that change was within their grasp. In Egypt, Libya, Yemen, Bahrain and then Syria, people took to the streets to demand democracy and human rights.

On 12 February 10,000 Amnesty supporters gathered in Trafalgar Square to show solidarity with the people of MENA, and in particular the brave protesters in Cairo's Tahrir Square. The event turned into a celebration of the fall of Egypt's authoritarian ruler Hosni Mubarak. It was exhilarating and emotional – but even as we celebrated things were taking a darker turn. As demonstrations broke out in Libya, Col. Gaddafi made it clear he was prepared to use extreme force against protesters – as were authorities in Yemen and

Bahrain. The longer the upheavals continued, the more violent the old regimes became – culminating in the bloodbath unleashed by Syrian president Bashar al-Assad. As well as offering solidarity to peaceful protesters, Amnesty has sent researchers to bear witness and alerted UK politicians and media to what is really going on. The Urgent Action Network has been busy on behalf of detainees across the region.

I made three visits to Egypt after the fall of Mubarak, and on each occasion I heard from human rights defenders there how much they valued our work. Women's rights activists, slum dwellers asserting their rights to housing, independent trade unionists – all of them need our continued support to turn the hopes of Egypt's revolution into reality.

There were other highlights in an emotional year. On 28 May I joined hundreds of Amnesty friends and supporters, including former prisoners of conscience, for a 50th birthday party at the church of St Martin-in-the-Fields. One speaker was Wai Hnin Pwint Thon, Burmese human rights activist, whose father Ko Mya Aye was serving 65 years for taking part in pro-democracy protests in 2007. The St Martin's event also became a celebration of the release two days previously of Eynulla Fatullayev, the Azerbaijani editor for whom we had campaigned for four years.

Around the country, Amnesty groups in schools, on campuses and in local communities organised anniversary celebrations of their own. They contributed to a swell of publicity surrounding the anniversary, and together with Amnesty's reports on events in MENA, did much to raise public awareness of how ordinary people can do something effective

about human rights violations. We saw a heartening increase in the number of UK supporters as a result. The saddest news of the year was the execution in Georgia, USA, on 21 September, of Troy Davis after 20 years on Death Row – despite serious doubts about his guilt. The execution caused worldwide revulsion and renewed calls for the abolition of the death penalty in the USA.

In our work success usually comes only after years of campaigning effort. But one of our goals this year was achieved very quickly indeed. In August more than 10,000 people emailed Royal Bank of Scotland chairman Stephen Hester to demand that the bank stop investing in companies producing cluster bombs. RBS then pledged to do just that.

This report describes our performance in the past year, but it aims to do more than that. It seeks to give a deeper insight into our work by showing how our strategic directions (page 8) determine our priorities (page 10), and how these inform what we do (see Our Human Rights Work, pages 12-40). Just for this anniversary year, we have also included a summary of how our organisation has changed and grown over the past half century (page 16). The final section of the report (page 42) aims to show how we work: our policies and practices, structure and governance, and how we spend the money contributed by our supporters.

Thank you all for continuing to support Amnesty International. I hope you enjoy reading this report.

Kate Allen

# AMNESTY INTERNATIONAL UK

## Who we are

Amnesty International is a movement of ordinary people from across the world standing up for humanity and human rights. Our purpose is to protect individuals wherever justice, fairness, freedom and truth are denied.

### OUR VISION

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.

### OUR MISSION

To undertake research and action focused on exposing, preventing and ending grave abuses of these rights.

### OUR VALUES

- International solidarity
- Effective action for individuals
- Global coverage
- The universality and indivisibility of human rights
- Impartiality and independence
- Democracy and mutual respect

## THE WORLD WE WORK IN

### The death penalty

- In 2011
- **20 countries** carried out executions (down from 23 in 2010)
  - **63 countries** imposed death sentences (down from 67 in 2010)
  - at least **676 executions** took place (up from 527 in 2010)
- (Amnesty International)

**Arms** **Half a million people** die every year as a result of armed violence. (Amnesty International)

- International transfers of major conventional weapons were **24 per cent up** (2007-11). Total arms sales of 100 top companies rose by \$14.8 billion to **\$400.7 billion** (2009). (SIPRI 2011)

**Displaced people** By the end of 2011, **43.7 million people** worldwide were forcibly displaced by conflict and persecution. (UNCHR)

**Informal settlements** Around a third of the urban population in developing countries, **nearly 1 billion people**, now live in slums. (UN Habitat)

**Maternal health** 287,000 women died in childbirth in 2010, most of them (**99 per cent**) in developing countries. (WHO)

**Freedom of expression** In 2011, **66 journalists were killed** – 20 in the Middle East – compared to 57 the previous year. **1,044 journalists were arrested**, nearly double the number in 2010. (Reporters without Borders)

### Gender inequality

- In 2011
- only **19 per cent** of parliamentary seats were held by women worldwide
  - women comprise **two-thirds** of the world's 796 million **illiterate adults**
- (UNDP)

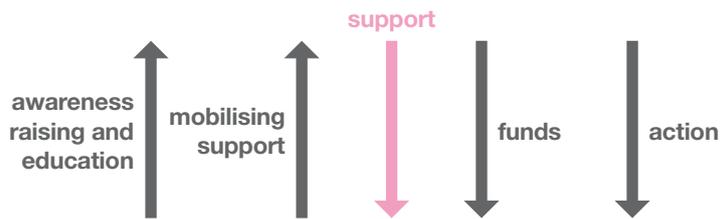
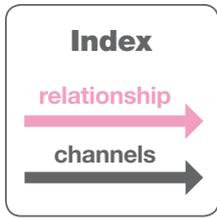
**Poverty** **One in four people** in the developing world, **totalling 1.6 billion**, lived on less than \$1.25 a day. **925 million people** suffer chronic hunger. (2010 World Bank)

**Torture** People were tortured and otherwise ill-treated in at least **101 countries** in 2011. (Amnesty International)

**Unfair trials** Amnesty investigated unfair trials in **54 countries** in 2010.

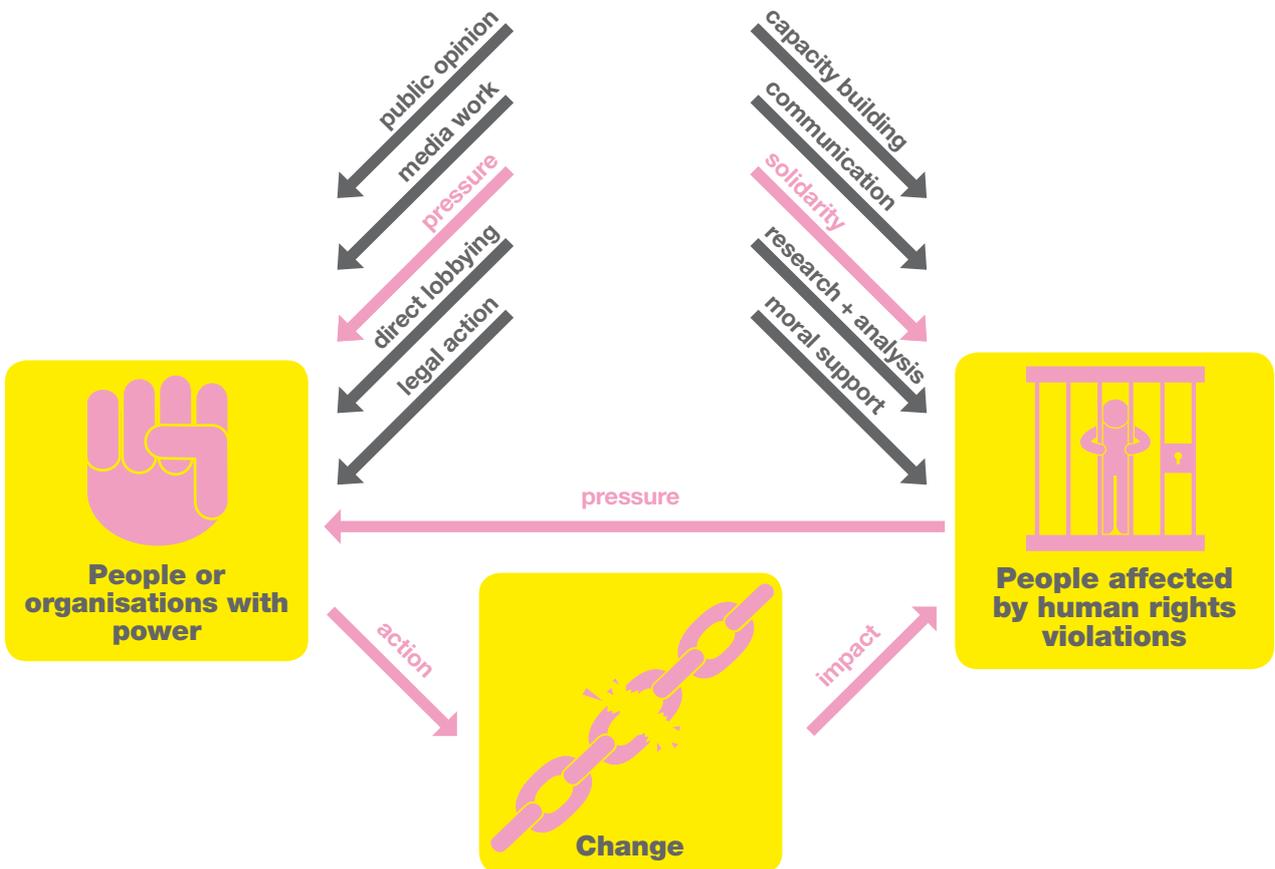


# How we work



**STANDING TOGETHER FOR HUMAN RIGHTS**

**'If the feelings of disgust all over the world could be united into common action, something effective could be done.'** Peter Benenson



# SPOTLIGHT 2011



## Nicaragua

Nicaraguan women and girls face disturbingly high levels of sexual violence. Two-thirds of reported rapes are against girls under the age of 17 and the country's total ban on abortion causes further physical and psychological trauma for rape survivors who become pregnant. Amnesty supporters worldwide sent a petition of 212,165 signatures and more than 50,000 coloured paper butterflies (17,000 of them from the UK) with messages of hope and solidarity to Nicaraguan women's organisations to use in a demonstration (picture). Following our campaign, four out of five candidates for Nicaragua's presidential election pledged zero tolerance for violence against women.



## The right to asylum

In 2011, evidence we presented at asylum legal cases helped dozens of people secure the right to remain in the UK and protection from persecution. Some of these successes will have a wider impact because several cases set important legal precedents. For example, a European Court of Human Rights judgment that the UK's forcible return of two Somali refugees was unlawful was significant for Somali refugees across Europe. The court relied on Amnesty evidence in the ruling. In another case where Amnesty submitted evidence, a High Court judge granted injunctions against the forcible return of several Iraqi nationals.



© UNHCR / Alexis Duclos

## Eynulla Fetullayev

Azerbaijani newspaper editor Eynulla Fatullayev was jailed for eight and a half years in 2007 on trumped up charges of terrorism, defamation and tax evasion. In 2010 the European Court of Human Rights ordered his release, but the Azerbaijani authorities simply fabricated new charges against him. Nevertheless, Amnesty International and other organisations kept up the pressure and in May 2011 Eynulla Fatullayev was released.



## Eliminating cluster bombs

We persuaded the UK's biggest investor in cluster munition producers to agree to stop funding companies that make these illegal weapons. RBS initially rejected our appeal, but pressure from Amnesty activists and the threat of a media campaign forced a change of policy. The bank said it would make no new investments in cluster munition producers after its current commitments run out. Cluster munitions dropped from planes or fired as shells shower the ground with bomblets that can lie undetected for decades. They kill more civilians than combatants, and their use and manufacture is banned by an international treaty.

## Human rights education

Young people in 54 UK schools set up their own Amnesty groups as the result of a project to expand our youth group network. We encouraged teachers to use our new education pack, on the twin themes freedom of expression and Amnesty's 50th anniversary, and a short film, *I Talk Out Loud*, which followed Eastlea School Amnesty youth group's campaign to end stoning in Iran (more on our work on the death penalty on p28). The film shows how standing up for human rights can transform the lives of campaigners, as well as those they campaign for.



## Women's rights – Afghanistan

Ahead of a key international conference in Bonn on Afghanistan's future, Amnesty called on participating governments to protect Afghan women's rights, amid fears they would be traded away in attempts to make peace with the Taliban and other insurgent groups. Our activists appealed directly to Foreign Secretary William Hague, urging him to keep women's rights high on the agenda at Bonn. We also lobbied for women to be included in the Afghan delegations.

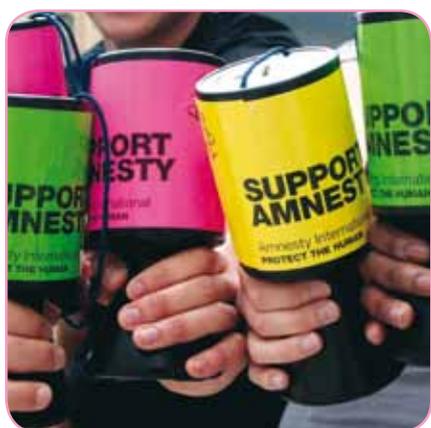
Afghan women made up half the civil society representation, while the official delegation included 11 women and 39 men – a higher proportion than in previous such conferences. William Hague did refer to women's rights in his conference statement.



© James Oatway / Panos

## Housing rights

Pressure from Amnesty helped persuade the Kenyan authorities to let the residents of the Deep Sea informal settlement rebuild their community after a devastating fire in March 2011. Settlements like Deep Sea are vulnerable to fires because of the poor construction of homes, overcrowding and makeshift electricity connections. Amnesty called for emergency provision for homeless residents after authorities failed to react except to block any rebuilding by the residents themselves. The intervention was part of Amnesty's long-term campaign on housing rights.



## Human rights worldwide

Amnesty International UK contributed £7.34 million to the global Amnesty International movement. This included a voluntary contribution of £300,000 – in addition to our existing financial commitment – intended to boost Amnesty's work in Brazil and India.





Pursue and achieve **human rights change** through vibrant, focused and objective-led campaigns

1

## OUR STRATEGIC DIRECTION

Our work over the medium term is framed by our strategic direction 2011-2016, which is in turn based on the integrated strategic plan of the Amnesty International global movement. For the full text of our strategic directions see [www.amnesty.org.uk/accountability](http://www.amnesty.org.uk/accountability)

### KEY CHALLENGES

The key challenge for the global movement is to achieve significant and sustainable growth in the global south and east, where Amnesty International's presence has been too small for too long.



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

2



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

3



Such growth is essential for the organisation's long-term relevance and human rights impact.

For Amnesty International UK, the key challenge is to increase our income to support the movement's growth in the global south and east, while enabling us to maintain our campaigning work in the UK. We seek to develop a much stronger fundraising focus, with the understanding that fundraising and campaigning are mutually supportive.

**The work of Amnesty International UK focuses on six key strategic directions...**

**6**

Shape and deliver a more **effective global movement**



**5**

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



**4**

Become more **efficient and effective** as an organisation



# OUR PRIORITIES IN 2011

AIUK's priorities for 2011 were set out in our Operational Plan as targets for the year based on the six strategic directions (see previous page).

## CHARTING OUR PROGRESS AGAINST THE 2011 PRIORITIES

Some campaigns for human rights change achieve their aims relatively quickly. But sustained change on a large scale often takes years. In many cases, Amnesty International keeps a campaign going as long as necessary to achieve that change. And the change, when it comes, is usually the result of a combined effort – not only of Amnesty International, but also of partners and allies, including people directly affected by human rights violations. Progress against selected key targets is reported here.

### HUMAN RIGHTS CHANGE

We adjusted our campaign programme during the year to take account of developments in the Middle East and North Africa. Popular uprisings across the region opened up huge opportunities for improvements in human rights, even as attempts to suppress the uprisings resulted in mass human rights violations. Our work on the region is described on pages 24–27.

#### ■ Maternal health

##### **We said we would...**

Ensure the UK government maintains its position as a global leader on ending maternal mortality.

##### **Current status: Achieved.**

The Secretary of State for International Development has spoken out on the importance of ending maternal mortality; the UK government's aims for the next four years include 'saving the lives of 50,000 women in pregnancy and childbirth'.

##### **We said we would...**

Ensure the Nicaraguan government repeals the complete ban on all forms of abortion.

##### **Current status: In progress.**

A global display of solidarity with women and girls in Nicaragua demanding an end to the total abortion ban helped win support from some Nicaraguan politicians, but the ban remains in place. We continue to campaign on this issue.

#### ■ Forced evictions

##### **We said we would...**

Prevent three forced evictions, one in Kenya, one in Nigeria and one in one other country.

##### **Current status: Achieved.**

We prevented two forced evictions in Ghana, one in Nigeria and one in Serbia; at the end of the year, the Kenyan government announced a halt to all evictions until legal measures could be put in place to make sure residents are not left homeless. Our work to prevent forced evictions continues.

#### ■ Security and human rights

##### **We said we would...**

Ensure that the UK inquiry into alleged complicity in torture is effective, thorough and human rights compliant.

##### **Current status: Not achieved.**

The Detainee Inquiry panel were willing to consider our recommendations and took part in a seminar we organised looking into best practice in the conduct of inquiries into torture and rendition. However, the terms of the inquiry failed to comply with the UK's international human rights obligations and as a result Amnesty and other organisations withdrew their cooperation. The postponement of the inquiry provides an opportunity to renew our efforts as the next stage.

#### ■ Individuals at risk

##### **We said we would...**

Secure positive changes in the lives of individuals at risk.

##### **Current status: Achieved in some cases; others in progress.**

Positive changes include the reduction of a prison sentence from 10 years to two, the release from administrative detention of a 14-year-old held without charge for 10 months, the release of seven prisoners of conscience in Syria, and the temporary reduction in police threats against a women's human rights organisation in Zimbabwe. More on page 22.

#### ■ Women's human rights

##### **We said we would...**

Launch a new Women's Human Rights Programme.

##### **Current status: Achieved.**

Our new programme's current focus is on supporting women's rights activists in the Middle East and North Africa, and pressing for recognition of women's rights and women's participation in the peace negotiations in Afghanistan.

#### ■ Arms control

##### **We said we would...**

Ensure that the UK government maintains its support for a meaningful Arms Trade Treaty.

##### **Current status: Achieved.**

The UK government made strong statements at the Arms Trade Treaty Preparatory Committee in February 2011, and took a reasonably strong position in the UN General Assembly. Later in the year, in the light of US diplomatic pressure for a weaker treaty, we sought and received assurances from Foreign Secretary William Hague that the UK would maintain its position. We will sustain pressure on the UK government until the final treaty negotiations in July 2012.

## ■ Corporate accountability

### **We said we would...**

Secure UK government support for the UN Special Representative's recommendations to the UN Human Rights Council on business and human and rights.

### **Current status: Achieved.**

The Human Rights Council adopted the UN Special Representative's recommended Guiding Principles in June. The UK Foreign and Commonwealth Office asked Amnesty International UK to convene an NGO forum to consider their implementation.

## ■ Refugees and asylum

### **We said we would...**

Through participation in the 'Still Human, Still Here' coalition, end the destitution of refused asylum seekers until they are given permission to stay or leave the UK.

### **Current status: In progress.**

Access to hospital care and the right to work have been achieved for some categories of refused asylum seekers.

## ■ The death penalty

### **We said we would...**

Prevent the execution of Troy Davis.

### **Not achieved.** See pages 28-31.

## INCREASE NET INCOME

## ■ Supporter recruitment

### **We said we would...**

Increase our supporter base by 5 per cent, by recruiting 38,000 new supporters.

### **Current status: Partly achieved.**

We recruited 31,596 new supporters during the year. See page 39.

## ■ Income

### **We said we would...**

Generate net income of £15.3 million.

### **Current status: Achieved.**

Our net income for 2011 was £15.6 million.

## **We said we would...**

Increase income from major donors by 11 per cent.

### **Current status: Partly achieved.**

Income from individual major donors increased by 15 per cent, but income from trusts and companies fell.

## EDUCATION AND AWARENESS-RAISING

## ■ Awareness-raising

### **We said we would...**

Use Amnesty's 50th birthday to motivate and inspire supporters and raise visibility.

### **Current status: Achieved.**

Amnesty groups around the UK organised hundreds of birthday events; national and local print and broadcast media covered the anniversary. See page 36.

## EFFECTIVE GLOBAL MOVEMENT

## ■ Global initiatives

### **We said we would...**

Deliver a successful programme of international artist activity related to our 50th anniversary through the Art for Amnesty project.

### **Current status: Achieved.**

AIUK managed the global Art for Amnesty project, whose partnerships with artists publicised Amnesty International's human rights work to a global audience of millions.

## ■ Financial contribution

### **We said we would...**

Make an additional voluntary contribution to the international movement of £300,000, in addition to the agreed grant contribution of £6.7 million.

### **Current status: Achieved.**

## SUPPORT FOR AMNESTY IN THE UK

## ■ Engage and motivate our supporters

### **We said we would...**

Relaunch the amnesty.org.uk website.

### **Current status: Not achieved in 2011.** See page 37.

### **We said we would...**

Develop a new programme of audio-visual and other content.

### **Current status: Achieved.**

Amnesty TV was launched in July 2011. See page 36.

## EFFICIENT AND EFFECTIVE ORGANISATION

## ■ Improve our service to supporters

### **We said we would...**

Use our new supporter database effectively across the organisation.

### **Current status: Partly achieved.**

The MASCOT database is in use across the organisation, and a One Stop Shop for supporters is in development.

## ■ Gender equality

### **We said we would...**

Recruit a dedicated staffing resource and adopt a strategic training plan.

### **Current status: Achieved.**

A Gender Mainstreaming Manager has been appointed and a new gender action plan, development plan and communications plan have been adopted.

## ■ Financial efficiency

### **We said we would...**

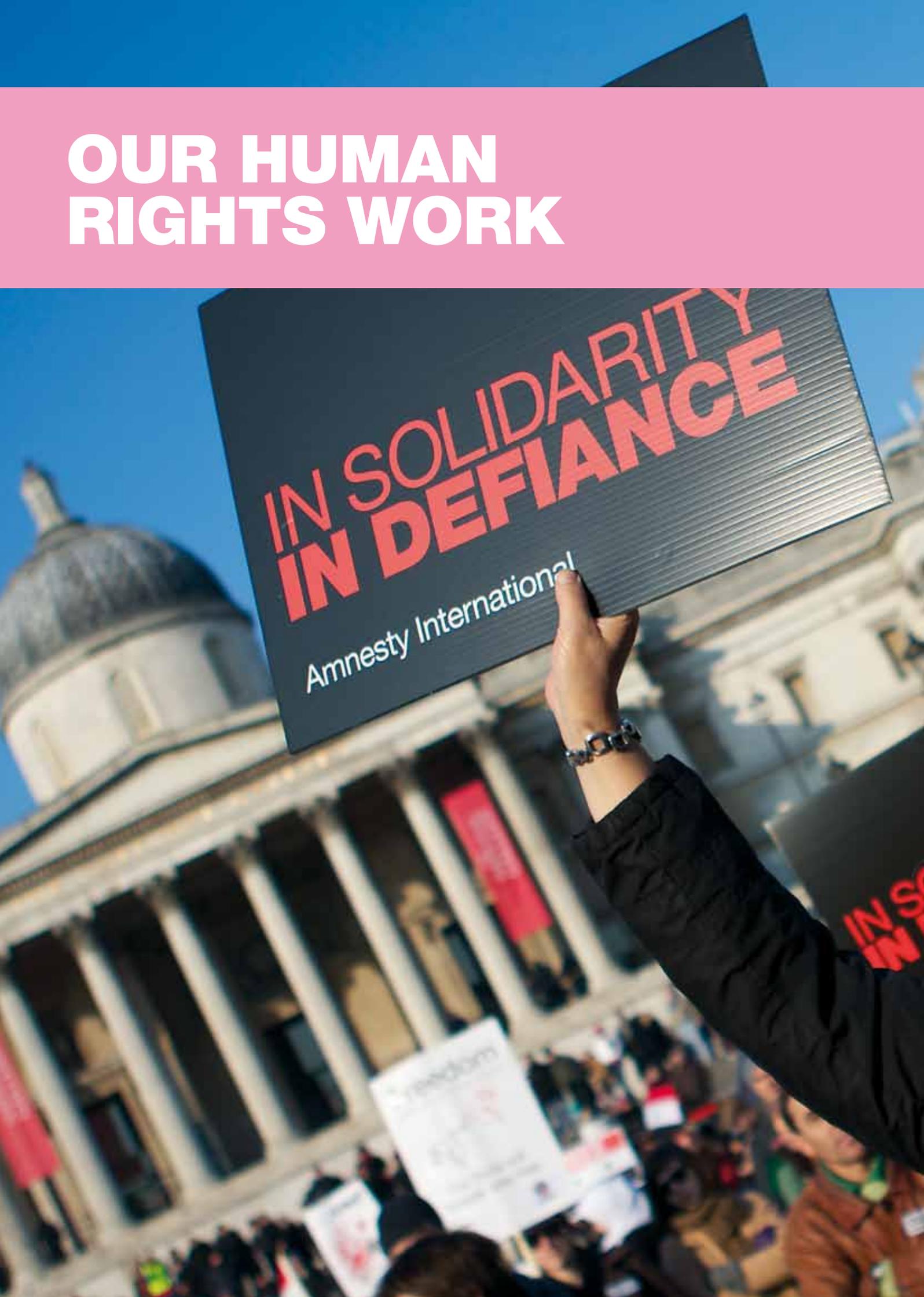
Bring manageable costs in under budget by £250,000.

### **Current status: Achieved.**

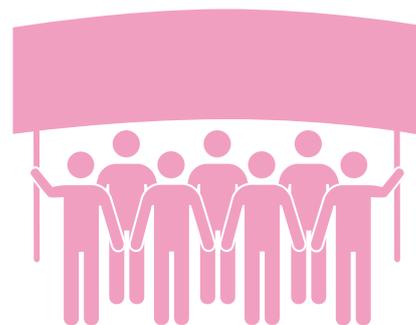
# OUR HUMAN RIGHTS WORK

**IN SOLIDARITY  
IN DEFIANCE**

Amnesty International



**Amnesty International exists to campaign for human rights change that has a direct impact on people's lives. Our campaigning is backed by education and awareness-raising work seeking to build understanding and support for human rights in a wider society beyond our committed base of supporters.**



It is always a challenge to do justice to the full range of Amnesty's human rights work in an annual report. We take action on a wide array of issues, on dozens of individual cases, and progress in our campaigns rarely comes at neat yearly intervals. This report gives a flavour of the range of our campaigns on pages 14-15, and some examples of our work on individual cases on pages 22-23.

2011 was Amnesty International's 50th anniversary. We have therefore chosen, for this year's report, to present a longer view of our human rights work, showing how it has developed in response to changes in the world around us, and how a small group of people campaigning on behalf of prisoners of conscience eventually grew into the world's biggest non-governmental human rights organisation.

To bring that story up to date, we then focus on two of our key campaigns during 2011: our response to the upheavals in the Middle East and North Africa, where demands for human rights change met with violence and repression, and our long-term campaign to abolish the death penalty worldwide.

Backing demands for human rights  
in the Middle East and North Africa  
© Ben Smith

# CAMPAIGN SPECTRUM

## END FORCED EVICTIONS

Amnesty's Poverty and Human Rights work includes campaigning against housing rights violations and supporting victims of forced evictions. In 2011, we took action in Italy, Serbia, Egypt, Kenya, Nigeria and Angola.

See Our Priorities page 10



## MATERNAL HEALTH

Pregnancy kills one woman every minute – 95 per cent of these deaths occur in developing countries thanks to poverty, inequality and discrimination, and almost all are preventable. Amnesty's campaign holds states responsible for reducing maternal deaths.

See Our Priorities page 10

## INDIVIDUALS AT RISK

Working with individuals directly affected by human rights abuses remains at the core of Amnesty's work. We campaign tirelessly for prisoners of conscience, human rights defenders, the 'disappeared' and victims of other abuses, and also tackle the root causes of human rights violations.

See Our Priorities page 10  
See page 22

## WOMEN'S HUMAN RIGHTS

Amnesty champions the rights of women and girls around the world. In 2011, we had notable campaign successes when the UK and Welsh governments took action to provide greater support for survivors of domestic violence.

See Spotlight page 6-7  
See Our Priorities page 10

## AMNESTY AT 50

Amnesty's 50th anniversary was an opportunity to tell people about our work, to celebrate all that we have achieved since 1961, and to reflect on the human rights challenges that face us today.

See page 16



## REFUGEES AND ASYLUM

Amnesty aims to bring about a fair and effective asylum system in the UK. Our report into private security contractors using potentially lethal restraint techniques during enforced removals prompted the UK Border Agency to improve training. We also helped to prevent the removal of a group of refused asylum seekers from Iraq.

See Spotlight page 6  
See Our Priorities page 11

## EDUCATION AND AWARENESS-RAISING

Amnesty works with schools to help young people gain an understanding of human rights. We produce an annual education pack for use in the classroom, offer speakers for assemblies, and provide training. Raising awareness about our work – for example through the media and cultural activities – is another key activity.

See page 32

## JUSTICE FOR GAZA AND SOUTHERN ISRAEL

Amnesty campaigns for victims of the armed conflict in Gaza and southern Israel, where both sides have failed to investigate war crimes properly. In 2011, we joined a global Amnesty day of action, calling for the case to be referred to the International Criminal Court.

## SECURITY AND HUMAN RIGHTS

Amnesty campaigns against human rights violations committed in the name of national security. We welcomed the UK government's 2011 decision to revert to a 14-day limit on detention without charge (down from 28 days), but the replacement of control riders with its new Terrorism Prevention and Investigation Measures, failed to alleviate concerns.

See Our Priorities page 10

## CORPORATE ACCOUNTABILITY

Amnesty helps to hold companies to account for the human rights impact of their actions. In 2011, we exposed the failure of Vedanta Resources to provide accurate information about the potential effects of its proposed mining and refinery projects in India, and called on Shell to clean up and compensate for massive oil leaks in the Niger Delta.

See Our Priorities page 11

## RAISING FUNDS

Everything we do – from Urgent Actions to research and campaigning – depends on the hard work of our fundraisers and the generosity of our supporters. These funds also support the wider Amnesty global movement.

See page 38

## ARMS CONTROL

After 20 years of campaigning, Amnesty stepped up its work on the Arms Trade Treaty in 2011 ahead of the final negotiations in 2012. This is a priority in our ongoing work to prevent the supply of weapons, equipment and training to armed forces when there is a substantial risk they will be used to abuse human rights.

See Our Priorities page 10



## BURMA

Our Burma campaign focused on the release of political prisoners. We also delivered 14,000 radios to help people in rural Burma access uncensored information. By the end of 2011 more than 100 political prisoners had been released and hundreds more were freed in January 2012.



## ENDING THE DEATH PENALTY

In 2011, our campaign to end capital punishment saw action against death by stoning in Iran and intensified efforts to stay the execution of Troy Davis. Although we tragically failed to save Troy, the campaign generated unprecedented global attention for the anti-death penalty cause.

See page 28



## LGBT AND UGANDA

Our Lesbian, Gay, Bisexual and Transgender (LGBT) Network exposes human rights abuses and challenges governments to protect LGBT people. In 2011, we acted to defend LGBT rights in Uganda, where a new bill sought to punish 'aggravated homosexuality' with the death penalty.

## SCOTTISH GYPSY TRAVELLERS

Amnesty has worked since 2009 to tackle discrimination against Scottish Gypsy Travellers. In 2011 we urged the Scottish government to take the lead in addressing prejudice, and gathered evidence about local authority service provision, for publication in 2012.

## HUMAN RIGHTS: AN ELECTION ISSUE

During the May 2011 elections to the UK's devolved assemblies, Amnesty invited political candidates to pledge support for human rights demands. More than two-thirds of Scottish MSPs gave their support, as did 63 per cent of winning candidates in Wales. In Northern Ireland the Amnesty pledge won support from all parts of the political spectrum.

## MIDDLE EAST AND NORTH AFRICA

As uprisings unfolded across the region in 2011, Amnesty helped expose brutality against peaceful protesters and other civilians, and laid the groundwork for lasting human rights improvements. We drafted manifestos for human rights reform and urged electoral candidates to support them.

See page 24 for more on our work in this region



# FOCUS: AMNESTY AT 50 – A WORK IN PROGRESS



Burmese activist Wai Hnin Pwint Thou, daughter of prisoner of conscience Ko Mya Aye, and Manya Benenson, granddaughter of Amnesty's founder, light a candle on the 50th anniversary of Amnesty International © AI

## THE BIRTH OF A MOVEMENT

Amnesty International has changed phenomenally since it was founded in London by the lawyer Peter Benenson more than 50 years ago.

Its support has grown from a handful of influential British lawyers and journalists to a grassroots organisation with more than three million supporters in more than 150 countries and territories.

It has at its disposal financial and technical resources undreamed of by its founders and has expanded its campaigning to the extent that it is now recognised as the world's foremost human rights organisation.

Yet, at heart, the modern Amnesty's principles, purpose and practices remain the same as they were in 1961.

Amnesty's great strength has always been its activism: individuals standing up for the rights of others across national boundaries and political divides. This remains at the heart of Amnesty's work.

From the beginning Amnesty has maintained a reputation for meticulous, accurate research, political neutrality and impartiality.

This gives the organisation a moral authority which means it is listened to, even by those who would rather not hear what it has to say. The protection of individual prisoners of conscience has been from the beginning at the forefront of everything it does. In the early years Amnesty quickly branched out into campaigning on specific issues, in particular torture and the death penalty, in recognition of the fact that human rights abuses against individuals would continue to proliferate until such practices were

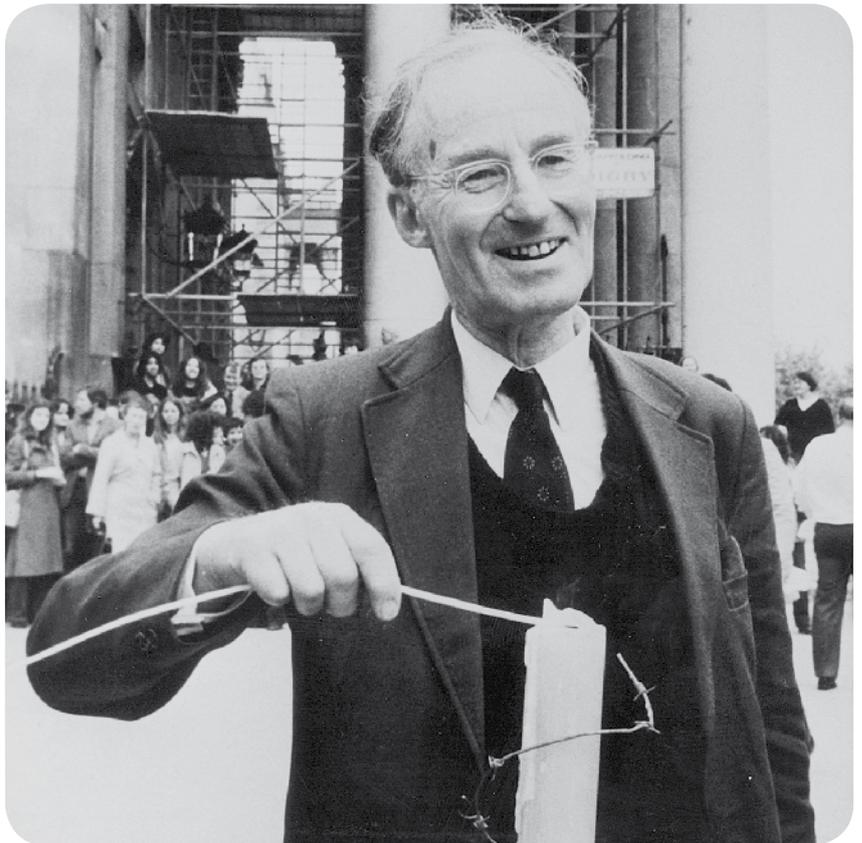
outlawed everywhere. It has since expanded its campaigning to include many other issues which impinge on the human rights of individuals and groups, such as arms control, indigenous rights, poverty and violence against women.

Amnesty's great strength has always been its activism: individuals standing up for the rights of others across national boundaries and political divides. This remains at the core of Amnesty's work.

The technology has moved far beyond pen and paper alone, but what proved effective in 1961 is effective now: publicity on behalf of individuals and groups creates pressure on governments and corporations to change their behaviour. That used to be generated mostly by activists writing letters; today they also Tweet, blog, email and Facebook.

## THE WORK

In November 1960 Peter Benenson told friends he'd read a newspaper article about two Portuguese students who, in a Lisbon bar one evening, raised a 'toast to freedom'. Under dictator António Salazar's regime, they were reported to the authorities and sentenced to seven years in prison. The absurd response to this so-called offence moved Benenson to write an article, 'The Forgotten Prisoners' which was published in *The Observer* in May 1961. It urged readers to write letters on behalf of 'prisoners of conscience'(POCs) – a term coined by Benenson to describe those imprisoned around the world for peacefully expressing their political, moral or religious beliefs. As well as the protection of persecuted individuals, Benenson said, Amnesty was to stand for the 'defence of freedom of opinion and religion'.



1961 was the height of the Cold War. Many of the early POCs were detained in countries of the former Soviet bloc in Eastern Europe. Many more were engaged in anti-colonial protests in Africa and Asia. Others were imprisoned by authoritarian regimes in South America or apartheid South Africa.

The first key step to expand this remit was prompted by the case of Nelson Mandela. At his first trial, Mandela was identified and supported as a POC, 'peacefully expressing his political beliefs'. But he was later convicted of offences including sabotage and sentenced to life imprisonment. International pressure helped avert the death penalty Mandela and his co-accused faced, but Amnesty was left with the dilemma of how to deal with political prisoners who do not fit the POC definition. Members voted to compromise: Amnesty would work for the unconditional release of POCs only, and for fair trials for all political prisoners.

Work on POCs and political imprisonment led to a broader concern with political and social context. Investigating conditions in

a given country exposed other forms of repression facing the people for whom Amnesty was working. In Guatemala, Amnesty's investigations led to the conclusion that there were 'no political prisoners, only political killings'. Pressure created by Amnesty campaigns occasionally backfired. In Malawi, President-for-Life Hastings Banda promised to punish any prisoner named by Amnesty.

Amnesty's response was to produce country reports, without naming individual prisoners. In the longer term Amnesty expanded its work to include related forms of repression such as extrajudicial executions and disappearances. From the earliest days, Amnesty's annual global report has been recognised as an authoritative country-by-country summary of the human rights situation around the world.

For much of the first 30 years, Amnesty worked to a mandate which defined the issues and people in its remit: campaigning for the release of POCs and fair trials for political prisoners, against torture and (from 1977) the death penalty, and, from

# Amnesty International at 50

## continued

the mid-80s, work with refugees and asylum seekers.

In the 1980s a shift away from dictatorship began in Latin America, leading to a reduction in the number of POCs. People Amnesty had campaigned for in the region had new pressing human rights concerns: searching for the 'disappeared', achieving justice for past wrongs and how to respond to former military leaders who sometimes returned to power as civilian politicians.

At the end of the 1980s the sweeping political changes in Eastern Europe and the USSR transformed the global human rights landscape. It led to deeper changes in Amnesty's work. During the Cold War, the eastern and western blocs had traded tit-for-tat accusations of failures to protect human rights. The West focused on the lack of civil and political rights for citizens of the Eastern bloc, while the East accused the West of deficiencies in economic, social and cultural rights.

With the end of the Cold War, there was an opportunity to revive the vision of the Universal Declaration of Human Rights (UDHR), giving equal value to both sets of rights.

In 1991 Amnesty broadened its scope further, pledging to promote all the rights enshrined in the UDHR. The 1993 International Conference on Human Rights in Vienna reaffirmed the universality and indivisibility of all human rights. The conference and preparatory regional meetings brought together governments and NGOs. Amnesty had previously been reluctant to work with other organisations, but now found itself part of a global human rights movement in which it was the largest and probably the best-known component.

The introduction of 'promotional work' on all human rights, as well as 'oppositional' work on abuses against individuals and groups, led to Amnesty's first campaign in support of women's rights, launched in 1994.

The international debt crisis had led to international financial institutions, dominated by richer 'Northern' countries, forcing poorer 'Southern' governments to slash spending on health, education and housing. They were urged to open up their domestic markets and remove agricultural subsidies. At the same time, many NGOs and academics argued that poverty was not a 'natural' phenomenon or caused by the personal inadequacy of the poor, but was the result of policy choices.

After 1991 Amnesty started addressing 'targets' other than governments and armed opposition groups. This opened the way for work on business and human rights, pioneered by Amnesty's UK and Netherlands sections. Initially this took a 'promotional' form, approaching the representatives of large companies to explain their human rights responsibilities and warn of the risk to their reputation if they continued to operate in places and in ways which linked them to abuses of human rights.

Concern with finance, business and human rights had been growing since the 1980s. The execution in 1995 of Ken Saro-Wiwa and other Ogoni people, who had challenged Shell over the impact of its oil operations in the Niger Delta, brought these issues sharply into focus. Later, as the UN began to consider human rights standards for corporations, Amnesty's work on business and human rights shifted focus to campaigning for regulatory standards and corporate accountability.

The 1990s turned out to be a decade of increasing instability and fragmentation of states. Armed conflicts erupted in the former USSR. There were mass killings of civilians in the former Yugoslavia and Rwanda. The peoples of Afghanistan and Somalia fell prey to warlords as states crumbled.

In the second half of the decade, Amnesty found that imprisonment of POCs had declined, especially in Latin America and Eastern Europe, and fewer countries were resorting to longterm imprisonment of POCs. But there was no sign of a let-up in torture and extrajudicial executions. Torture, Amnesty found, was overwhelmingly associated with armed conflict, as were extrajudicial executions to a lesser extent. Human rights abuses by armed opposition groups, including mass killing and displacement, were on the rise, especially where states had collapsed and conflicts were linked to ethnic and religious divisions.

In 2001 Amnesty's scope of work expanded again, to include campaigning to end attacks on civilians in armed conflict; ending impunity for human rights abuses; ending forced exile, mass expulsion and the destruction of homes; and ending abuses against women in the family. This latter element opened the way for a six-year Stop Violence Against Women campaign, which in turn had its roots in Amnesty's first campaign for women's rights in 1994.

The 9/11 attacks on the USA brought Amnesty's traditional concerns with political repression to the fore once more. In the name of a 'war on terror', governments around the world followed the US lead in extending powers to detain suspects without trial, reduce the fairness of trials and torture or collude in the torture of suspects.



# Amnesty International at 50

## continued

### THE MONEY

Financial independence has always been important to Amnesty as a guarantor of its reputation for impartiality. From the 1960s, a policy was firmly established that Amnesty would take no money from governments for research or campaigning, although it would accept government money for human rights education and relief work. As a result, fundraising has relied mainly on membership subscriptions and donations.

The need to raise funds from a range of sources led Amnesty into many innovative forms of fundraising, notably Amnesty International UK's Secret Policeman's Balls, a series of comedy and music shows, beginning in 1976, which helped popularise the organisation among a wider public.

Today Amnesty International UK has professionalised fundraising work, using a range of techniques, from direct mail and street recruitment to applications to trusts and foundations. Fundraising by activists in communities, schools and campuses is a key source of income.

### PARTNERSHIPS

For many years, Amnesty tried to guard its independence by working alone. It rarely worked jointly with other organisations and took care to distance itself from the beliefs of the prisoners it campaigned for.

An early exception was Amnesty International UK's work with the trade union movement. In 1979 Amnesty International UK voted to allow trade unions to join as affiliate members and launched its trade union network, based on shared opposition to suppression and persecution of trade unionists, and common values of solidarity. It was controversial, not only in the UK section but in

the wider global movement. Some feared that close association with trade unions could compromise Amnesty's political impartiality. Would the size of trade union organisations swamp Amnesty, and allow it to be dominated?

Such concerns led to the formulation of constitutional rules to regulate union involvement in policy and limit its scope. Affiliated trade unions have been part of Amnesty International UK ever since, working on cases of persecuted trade unionists and on broader human rights issues. Eventually Amnesty International UK helped develop the global movement's work on labour rights and its partnerships with international TU movement.

By the 1990s there were many more human rights organisations in existence and many NGOs, especially development agencies, were beginning to develop rights-based approaches to their own work with individuals and communities. The policy of 'going it alone' increasingly seemed potentially counter-productive. Amnesty worked in a coalition of organisations that successfully campaigned for the establishment of an International Criminal Court. The lesson learned was that joint action with other organisations could be valuable and effective. Other joint campaigns followed, such as the international Control Arms campaign for an international Arms Trade Treaty.

The Stop Violence Against Women (SVAW) campaign took Amnesty International UK's work with other organisations in a new direction. This was an area where Amnesty, despite its size and resources, had far less expertise than many women's organisations. Amnesty helped to establish the End Violence Against Women coalition, which went on to

persuade the UK government, and the Welsh Assembly government, to adopt comprehensive and coherent strategies to end all forms of violence against women.

At international level, working in partnership with much smaller community-based organisations has become a key element of Amnesty's work on poverty and human rights. Amnesty always sought to discover the views and stories of people affected by human rights abuse. Now it is embedding those stories and views in its campaign plans. This encouragement of active participation is a way of ensuring Amnesty's accountability to people whose rights it seeks to defend. It enables them to influence processes and decisions that affect their lives.

The legitimacy of Amnesty's work still rests partly on its impartiality and independence. These are now supported by a commitment to international human rights law; a democratic organisation whose highest decision-making body includes members from different parts of the world; and the commitment of individual members to the principles of impartiality and independence.

Today Amnesty's legitimacy rests also on accountability to supporters, partners, the general public, and to the people whose rights it seeks to defend.

### MEASURING SUCCESS

The first Amnesty Annual Report, published in 1962, said: 'There are no concrete or tangible terms by which Amnesty can claim success. If a prisoner is released or a general amnesty proclaimed after some publicity about conditions in a country, we can only note the coincidence. We cannot say that

Artists from all over the world have contributed their talent to promote Amnesty's work, including Pablo Picasso (right). To mark the 50th anniversary, a selection of 50 posters were selected for international exhibition.

Below right: Amnesty International receives the Nobel Peace Prize, 1977 © Norsk Telegrambyra

Amnesty was directly responsible. In the 12 months that Amnesty has been working, however, there have been enough coincidences to make us feel that what we are doing is having some influence.' Fifty years and thousands of 'coincidences' later, are we any nearer to being able to measure and prove success?

People with power are often reluctant to acknowledge that they have been influenced by a campaign. But when a government meets our campaign demands after a sustained lobbying effort (as happened with the UK government in our SVAW campaign), there are reasonable grounds to claim it as an achievement.

Over the years, we have had a number of important indicators of success:

- People whose rights we helped to defend, their families and lawyers have said they believed our actions helped them.
- Governments complained about our statements and actions – a sign that campaigning was having an effect.
- Amnesty's role has been widely acknowledged by international institutions, including the Nobel Peace Prize (1977).

Amnesty International UK wants to increase its effectiveness for people subjected to human rights abuse, learn more from its experiences, and account to supporters for use of their funds, so we are constantly making efforts at more systematic evaluation of our human rights work. This remains a work in progress.



# INDIVIDUALS AT RISK

From its beginnings, Amnesty International campaigned for people directly affected by human rights abuses. Over the past 50 years, our focus broadened from prisoners of conscience to a much wider range of people, including the victims and survivors of enforced disappearance, torture, forced eviction, violence against women, as well as the activists, lawyers, journalists and trade unionists who put their lives on the line to defend human rights. We call these people 'individuals at risk'.

Our work on their behalf aims to end the abuse directed at individuals and communities and provide them with moral and practical support to help them combat the abuse and overcome its effects.

To achieve this, we use two basic approaches:

- **Urgent Action (UA)** – mobilising activists and supporters to send an appeal immediately to protect someone in imminent danger of torture, execution or other serious abuse
- **Long-term casework** – sustained campaigning using a range of methods

In 2011, our objectives were:

- to mobilise our Urgent Action Network to act on all the urgent cases issued by the International Secretariat, and to prioritise some of these for additional media exposure and advocacy;
- to secure positive change in the lives of individuals at risk through our long-term casework.

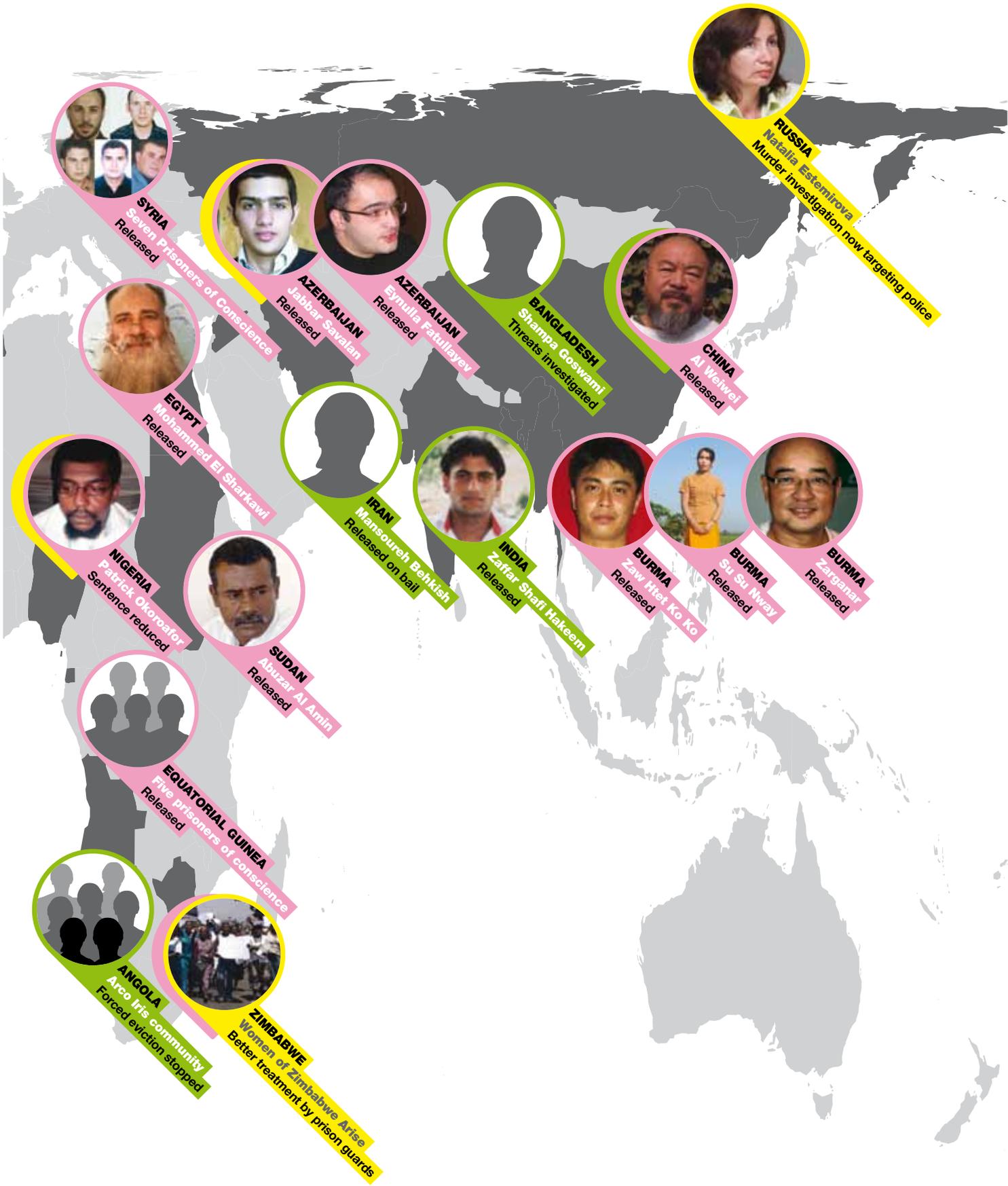
Over the year, we mobilised the UA Network to respond to 100 per cent of the Urgent Actions issued by the International Secretariat and took additional action on a number of cases. The network, which grew by 2 per cent in 2011 to almost 10,000 members, took action on 369 new UA cases. See the map for some of the outcomes.

We also saw progress in a number of our long-term cases (see map). Towards the end of the year, to mark Amnesty's 50th anniversary, we reinforced our annual Greetings Card Campaign (intended to raise the spirits of individuals at risk and their families) by combining it with participation in a global appeal-writing campaign known as Write for Rights.



## WRITE FOR RIGHTS 2011

- Appeal-writing events in 83 countries
- Over a million appeal letters sent worldwide
- Over 200 letter-writing events in the UK
- More than 123 UK schools took part



It is impossible to give details of all the cases we worked on in 2011 without making this report much longer. The map shows a selection of casework where we believe our work made a positive difference to the lives of individuals at risk. For more information about our casework see [www.amnesty.org.uk/iar](http://www.amnesty.org.uk/iar)



## FOCUS: MIDDLE EAST AND NORTH AFRICA



The largely peaceful protests that erupted in Tunisia in December 2010 and then spread across the Middle East and North Africa in 2011 were born out of years of oppression, human rights violations, misrule and corruption. These uprisings, which attracted global media attention, were met with a violent crackdown from the police and security forces. At least 840 people were killed and more than 6,000 injured in the Egyptian revolution, mostly by security forces and 'thugs' hired by the authorities; in Syria, more than 3,800 people, including 200 children, were reported to have died in the crackdown in 2011.

Amnesty's response to the uprisings was to defend basic civil and political rights, which were under intensified threat from repressive governments, and work to ensure human rights for all, including women and minority groups.

### A CYCLE OF REPRESSION

The uprisings were the result of a number of factors. Political power in the region was concentrated, and in many countries a vicious cycle existed: reform proposals were seen as criticism of the regime and were repressed, which preserved the status quo. International support also helped regimes to stay in power, with countries such as the UK and the USA putting security and economic interests above human rights. Decades of Amnesty research in the region revealed widespread cases of arbitrary detention, torture, enforced disappearances, media censorship, discrimination against women and entrenched gender inequality, repression of human rights defenders, poverty, repression of trade union rights, and discrimination against migrant workers. For example:

- From May 1979 to April 1980, Amnesty worked on behalf of more than 800 individual prisoners in the

Supporting peaceful protesters  
in Egypt, Trafalgar Square,  
February 2011 © Ben Smith

region, because of concerns over torture, detention without trial and unfair trials.

- In the mid-1990s hundreds of political prisoners were held in Libya, many of them detained for more than a decade without charge or trial.
- At the end of 1994 in Bahrain, thousands of men, women and children were arrested and hundreds convicted in unfair trials, following demonstrations calling on the government to restore the National Assembly dissolved in 1975.
- In 2004 an Amnesty report revealed that 16 states in the region had opted out of key provisions of the Convention to Eliminate all forms of Discrimination Against Women, thus effectively sustaining gender discrimination and denying women protection from violence.
- In late 2010 in Egypt, at least 1,200 Muslim Brotherhood supporters and parliamentary candidates were detained ahead of elections.
- In Tunisia, between 2003 and 2010, around 2,000 people were convicted under anti-terrorism laws; many were tried and sentenced in absentia in trials that failed to meet international standards.
- In Syria a 'state of emergency' remained in force for 48 years. It was only lifted in 2011.

### CRISIS AND OPPORTUNITY

Amnesty has worked on human rights in the Middle East and North Africa for 50 years. The uprisings demonstrated that large numbers of people, young people and women in particular, were prepared to act – at great personal risk – to achieve change. The removal of longstanding rulers in Tunisia and Egypt opened up space for reform and spurred mass protest in cities and towns across the region. The demands of the protesters were for an end to poverty, corruption and unaccountable state power. They were calling for a human rights revolution.



### SOLIDARITY AND DEFIANCE

As soon as the scale of the unrest sweeping across the Middle East and North Africa became clear, Amnesty International triggered its 'crisis response mode'. This meant it could divert additional resources to enable the organization to increase its monitoring of human rights developments in the region and step up its campaigning. With developments moving so quickly on the ground – including rapid shifts in political power and high demand for action on individual cases – it was not possible to develop an elaborate strategy. In early 2011, we demonstrated – in solidarity with peaceful protesters, particularly those demanding an end to poverty, corruption, discrimination and repression – campaigned for basic human rights, and exposed and opposed human rights violations used to suppress peaceful opposition. As the year progressed, we developed a comprehensive agenda for change – outlining the human rights reforms needed in countries whose leaders had been overthrown. Although they varied slightly from country to country, common points included:

- security sector reform
- reining in the security forces
- reform of the justice system
- combating discrimination
- abolition of the death penalty.

Our focus was on Egypt, Libya and Syria, but we also campaigned for

victims of repression in a wider range of countries, including Bahrain, Iraq and the United Arab Emirates, and our media work sought to promote International Secretariat reports that covered most of the countries in the region. We set out to create massive international pressure through the UN and the EU to stop the worst human rights abuses and to ensure accountability for violations already committed. We also aimed to promote freedom of expression, assembly and protest, and secure a greater role for women in public life and the political and reform processes.

More specifically, our objectives were to:

- ensure media coverage of human rights violations
- push for a strong Arms Trade Treaty to prevent delivery of weapons, munitions and related equipment to human rights abusers
- persuade the UK government to press for the protection of human rights across the region, and persuade civil society groups, governments and businesses to prioritise women's rights
- ensure referral of Libya and Syria to the International Criminal Court
- convince political parties in Tunisia and Egypt to include human rights principles in their manifestos
- build the capacity of women human rights defenders in Egypt by giving them a platform at key UK political party conferences and trade union events.

# Middle East and North Africa

## continued

### FORCES FOR CHANGE

Peaceful protest – by human rights defenders, women’s organisations, independent trade unions, and millions of ordinary people – was the main driver for change in the region. Although armed resistance helped to oust repressive regimes, it did not necessarily improve human rights. International pressure and intervention had the potential to advance change by deterring a brutal response to protests, or to obstruct it by supporting rulers. Diaspora communities also played an important role.

Engaging with diaspora groups was critically important to our emerging strategy in the region. We worked with Syrian activists in the UK to meet our shared campaigning objectives, take our human rights message to a wider audience, particularly inside Syria, and ensure they were better enabled to defend their own and others rights.

To effect change, Amnesty UK worked closely with the International Secretariat, Egyptian human rights defenders, women’s organisations and trade unions, Syrian human rights defenders and peaceful opposition groups, and Egyptian, Libyan and Syrian diaspora organisations in the UK.

These relationships have been fruitful in ensuring we get a range of credible information on the situation in the region; also the awareness of who we are and what we do has spread throughout relevant countries. The support of local activists and an awareness of all Amnesty has been doing to promote and protect human rights in the region will be an important factor in our future engagement in the Middle East and North Africa.

### WHAT DID WE ACHIEVE?

We played a key role in the global Amnesty movement’s efforts to

document and publicise human rights violations in the Middle East and North Africa (MENA), and lobby governments, international organisations and others to take action.

Amnesty’s first-hand research helped to establish the veracity of claims about human rights abuses and violations. For example, we revealed the use of cluster bombs and anti-personnel mines by pro-regime forces in Libya, and kept a register of names of people killed in Syria. Media work by Amnesty UK helped to bring the research to public attention.

In February 2011, after lobbying from Amnesty and other groups, the UK government revoked over 50 arms licences for Bahrain and Libya and put all arms transfers to the region under review. In the same month, the UN Security Council voted unanimously to impose an arms embargo on Libya and refer the situation to the International Criminal Court, within days of Amnesty asking for the measures. However, there was no discussion in the UN or the EU on sanctions against Bahrain, Saudi Arabia or Yemen, and the UN failed to act effectively on Syria.

In Egypt, despite our efforts, human rights violations against protesters continued after the revolution, and women were excluded from the committee formulating amendments to the constitution.

After the October 2011 elections, Tunisia’s interim president Moncef Marzouki signed the Amnesty Manifesto for Change, pledging to uphold its key human rights measures. Tunisia became the 116th State Party to the Rome Statute of the International Criminal Court. Egypt’s political parties also supported parts of the Manifesto for Change: the main sticking points

were ending the death penalty and respecting women’s rights.

The introduction of a secret Saudi Arabian anti-terror law classifying dissent as terrorism was delayed after Amnesty leaked the policy to the international media.

However, the UK refused to take in Libyan refugees, and European countries offered fewer than 800 resettlement places in total. At least 1,500 people from the MENA region are estimated to have drowned in 2011 while attempting the sea crossing to Europe.

We made limited progress in holding governments to account for human rights violations. Libya was referred to the International Criminal Court, but Muammar al-Gaddafi was killed, in circumstances that may have constituted a war crime, rather than brought to justice. Measures to rein in the Syrian regime were obstructed in the UN Security Council. Amnesty specifically targeted Brazil, India and South Africa, lobbying them to support tough UN resolutions. However, all three abstained from a Security Council vote on the issue in October 2011.

We mobilised activists in the UK to show solidarity with peaceful protestors and assisted Egyptian women’s rights activists in their search for international support. Amnesty’s research and media work encouraged the international media coverage of the region to focus on human rights.

News of our plans for a Global Day of Action on February 2011 boosted the morale of Egyptian activists. In the event, it took place the day after Hosni Mubarak was ousted, enabling thousands of people worldwide to publicly celebrate the victories of the people of Egypt and Tunisia.

**TUNISIA:** After Mohamed Bonazizi, a vegetable seller, set himself on fire in an act of protest, peaceful demonstrations ousted President Ben Ali and the country's first real multi-party election took place in October 2011.

**LIBYA:** After the country slid into armed conflict, international intervention tipped the scales against the Gaddafi regime.

**SYRIA:** Faced with unprecedented demands for change, President Bashar al-Assad unleashed relentless and massive force to crush the protests.

**EGYPT:** Peaceful protest triumphed over President Hosni Mubarak, albeit at heavy human cost.

**YEMEN:** The president's obstinate refusal until almost the end of the year to stand down, despite mass protests and increasing repression and violence, exacerbated deep social, political and economic problems.

**BAHRAIN:** The rulers, backed by Saudi Arabia, suppressed protests by force, but ended the year with a promise of reform, reparation and reconciliation.

Our Syria photo stunt and demonstration helped Syrian activists in UK to show their support for demands for peaceful change. We also collected more than 165,000 signatures on a global petition calling for an end to the bloodshed in Syria. Amnesty UK worked with Egyptian women activists giving them a platform at UK political party conferences in autumn 2011. We helped to facilitate the diaspora organisations British Solidarity for Syria and the New Egypt Foundation, assisting them with organising public events, and also assisted Women for Libya group.

Our work for individuals at risk in the region had some success. At least 16 individuals were released from detention, including Ayat Alqormozi, who was imprisoned after reading a poem at a pro-reform rally in Bahrain, and Maikel Nabil Sanad, an Egyptian blogger sentenced to three years after a military trial in April 2011. The 'UAE 5' (five men who were detained

in the United Arab Emirates after calling for democracy) were released following an Amnesty campaign at the Edinburgh Festival.

The events of 2011 taught us that the removal of repressive rulers does not automatically lead to human rights change. We have seen some positive steps. For example, in Tunisia parties voted into power in elections could be voted out again, there was more media freedom, and people were able to demonstrate. Libyans enjoyed far greater freedom of expression, and numerous new civil society organisations, political groups and media outlets sprang up. By the end of the year, however, many problems and human rights concerns remained.

### NEXT STEPS

For 2012, Amnesty UK planned to concentrate on helping to bring about human rights reform that would lead to increased freedoms, real accountability

for human rights abuses, and greater participation in political processes particularly from women.

- We will work with activists from primarily Syria to ensure they are empowered and mobilised to meet our shared campaigning objectives, take our human rights messages out to a wider audience and will be better enabled to defend their own and others rights.
- Through our crisis work, we will make visible any human rights violations/abuses that occur by any party to the Syrian crisis as a step towards them being held to account.
- We will work with human rights defenders in Egypt to ensure they are better enabled to practice the right to freedom of expression, association, and assembly.
- We will continue to engage the UK government on a range of countries in the region with a particular emphasis on improving the human rights situation in Libya.

# FOCUS: DEATH PENALTY



Student from Eastlea School, London, at a demonstration outside the Iranian embassy  
© Marie-Anne Ventoura

Amnesty aims to abolish the death penalty worldwide while working to save the lives of individuals under sentence of death.

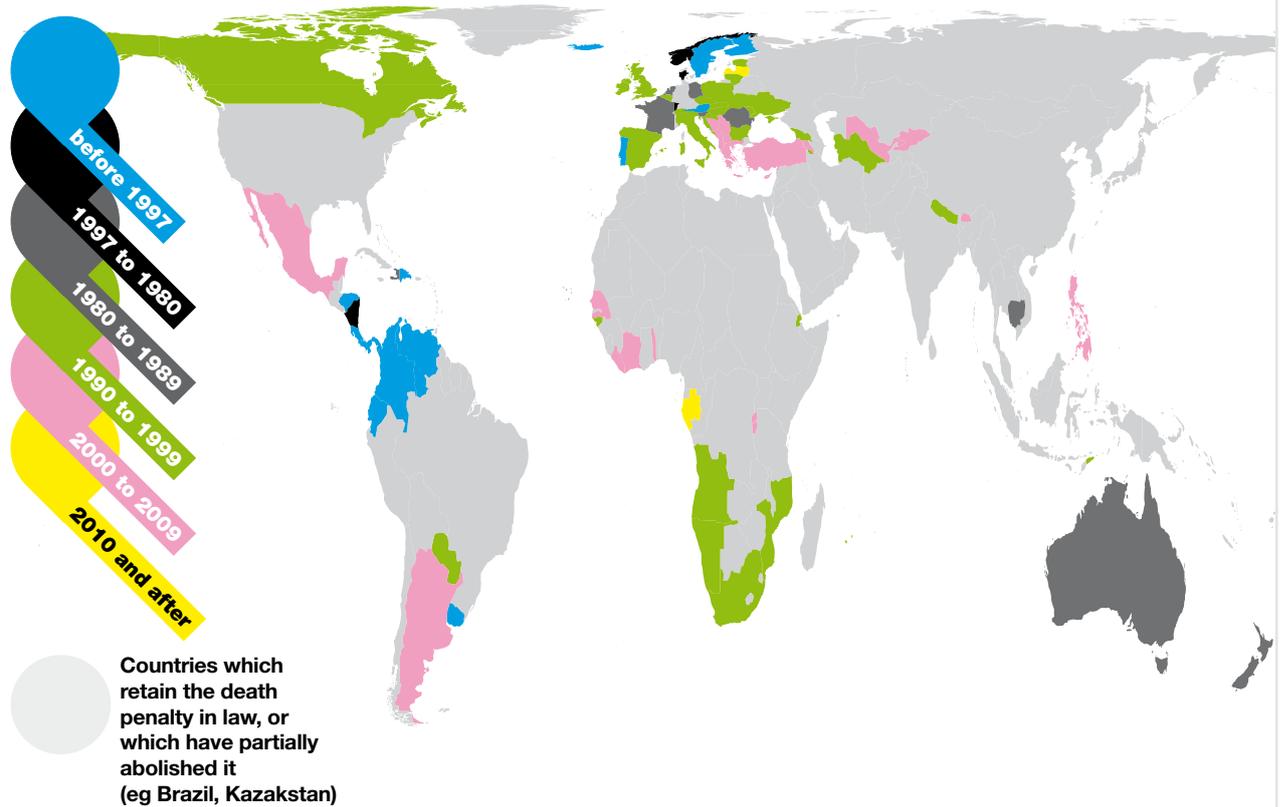
## **INHUMAN, DEGRADING, IRREVERSIBLE**

Amnesty opposes the death penalty for many reasons. It violates two fundamental human rights: the right to life and the right not to be subjected to torture, or cruel, inhuman and degrading punishment. The death penalty is irreversible. Innocent people have been executed: since 1973, 140 death row inmates in the USA have been exonerated, and many others executed despite serious doubts about their guilt. The death penalty brutalises those who carry it out, but fails to deter crime any more effectively than other punishments. A New York Times survey in 2000 found the homicide rate during the previous 20 years in US states with the death penalty was 48 to 101 per cent higher than in states without it. In 2008, FBI data showed that all 14 states without the death penalty had homicide rates at or below the national rate.

During more than three decades of research, Amnesty has tracked other problems with the way the death penalty is applied, including racial and ethnic bias. US prosecutors for instance seek the death penalty far more often when a homicide victim is white. In Saudi Arabia, foreign nationals accounted for 830 of 1,695 executions between 1985 and 2008 (809 were Saudi nationals, and 56 were of unknown nationality). Many of those sentenced to death for drugs offences in Iran are foreign nationals or from ethnic or religious minorities.

The death penalty is biased against the poor, few of whom can afford their own legal representation during trials. It is imposed after unfair trials

## Countries that abolished the death penalty for all crimes



and in some countries is used as a mandatory punishment – a practice which fails to take account of the circumstances of the crime or the defendant. Some countries use it for less serious crimes. Saudi Arabia executed more people for non-lethal offences like assault and robbery (748) than for murder (621) between 1990 and 2008. China uses it for ‘economic crimes’ while Pakistan uses it for ‘blasphemy’.

It is also used for politically motivated or ideological reasons. Several executions have taken place in Iran each January since the disputed 2009 election. They are viewed as a warning to potential protesters ahead of annual celebrations to mark the Iranian revolution in February. Seven countries use the death penalty to punish gay sex. Juveniles are also executed, in contravention of international law.

The death penalty persists largely because people continue to believe that it acts as a deterrent, and politicians seeking to appear

tough for electoral gain use it as a populist response to crime. It is also portrayed as a national tradition under attack from foreigners.

### A CORE CAMPAIGN

Amnesty began working on the death penalty in 1977, as a natural extension of our work on prisoners of conscience and opposition to torture. The death penalty is the ultimate denial of human rights and the most extreme form of cruel, inhuman and degrading punishment. We believe that the death penalty should and can be abolished. Since Amnesty began campaigning there has been steady progress towards abolition. In 1977 just 16 countries had abolished the death penalty for all crimes – in 2011, that figure was 96 (see map above).

### STEPS TOWARDS THE GOAL

The ultimate aim of Amnesty’s campaign is complete worldwide abolition of the death penalty in

law and in practice. Its strategy for reaching that goal includes working on the achievement of specific steps. These include: a reduction in the number of executions and in the number of capital crimes; an end to the use of particularly cruel methods of execution such as stoning; and minimum legal and human rights standards, which would mean, for example, no death penalty where doubt exists over a defendant’s guilt.

Various factors will drive change, not least the example set by abolitionist countries. More accurate information about and a better understanding of the failings of the death penalty will influence public debate on the issue. This is particularly the case in the USA, where pressure for change within each state is more effective than pressure from the outside. But external pressure – such as that applied through international and regional organisations – has a role to play too. The abolition of the death penalty across much of Eastern Europe in 1989 resulted from it being made a condition for

## Death penalty continued

entry to the Council of Europe and the EU. The UK also has particular impact: the Judicial Committee of the Privy Council is still the final court of appeal on death penalty cases in some Commonwealth states.

### WHAT WE WANT TO ACHIEVE

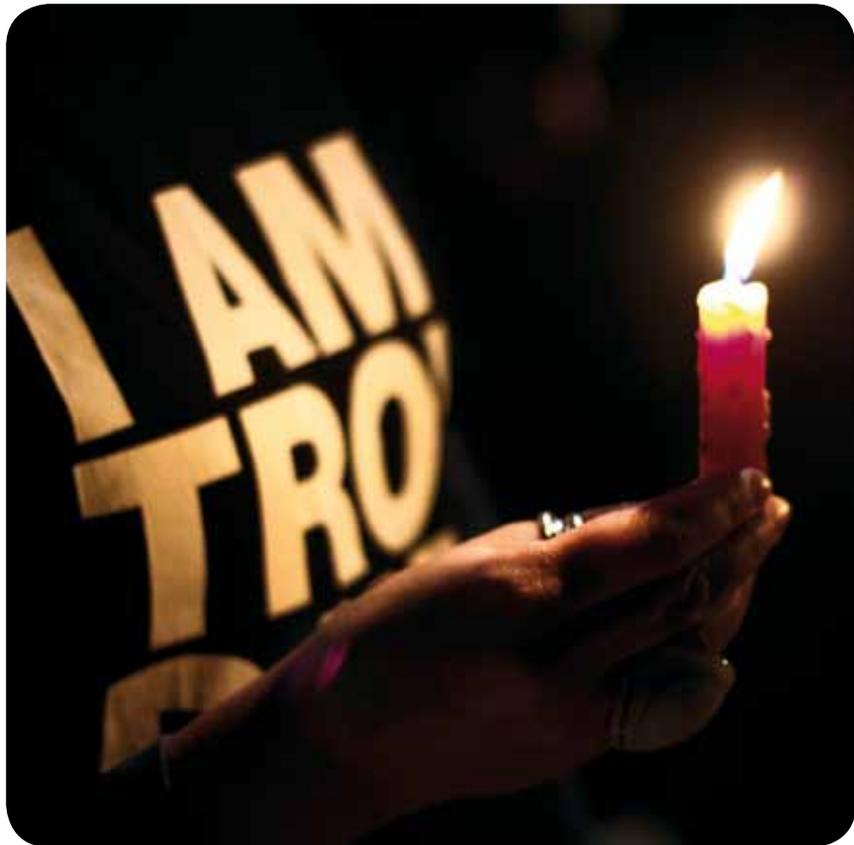
For 2011, Amnesty identified specific targets that it wanted to achieve through the year. These were:

- To increase the number of countries that have abolished the death penalty, in particular Mongolia and Belarus.
- To prevent a resumption of executions in the English-speaking parts of the Caribbean.
- To increase the number of US states to have abolished the death penalty.
- To see the removal of stoning as a punishment from Iran's Penal Code.
- To end the execution of juvenile offenders.
- To prevent the execution of Troy Davis in the US.
- To prevent the execution of Hakamada Iwao in Japan.

### ACTING IN PARTNERSHIP

To meet these objectives, Amnesty has been working with several other organisations and individuals. These include the Foreign and Commonwealth Office (FCO), the All-Party Parliamentary Group for the Abolition of the Death Penalty (APPG), and Amnesty USA, which was leading the work on the US states and Troy Davis. We have also been working closely with the families of both Troy Davis and Hakamada Iwao.

Actions planned with these partners included: regular meetings with the FCO and the APPG; joining the World Day Against the Death Penalty 10 October; solidarity actions and



clemency appeals for Troy Davis; and appeals for a retrial of Hakamada Iwao. Our supporters appealed for an end to stoning in Iran and the Amnesty youth group at Eastlea School held a protest outside the Iranian embassy. A film of the group's activities was shown at the FCO to mark the World Day Against the Death Penalty; the audience included ambassadors from countries that retain capital punishment. We also made appeals to the Mongolian authorities; sent a petition to Belarus; and launched Urgent Actions on numerous cases, ahead of death penalty decisions by the US states of Illinois and Oregon.

### OUTCOMES: TROY DAVIS

Despite a worldwide outcry, our campaign failed to prevent the execution of Troy Davis in Georgia, USA. This tragic outcome showed the death penalty in all its unfairness and cruelty. The campaign against Troy's execution generated unprecedented attention for both his case and the wider cause.

Troy Davis was executed by the state of Georgia on 21 September

2011, after spending 20 years on death row. He was arrested in 1989 for the murder of police officer Mark Allen MacPhail and sentenced to death in 1991. There were serious doubts about Troy's guilt. No physical evidence ever linked him to the crime. No murder weapon was ever found. The case rested on witness testimony. But in 2007 Amnesty International published a report detailing a pattern of police coercion of witnesses ahead of Troy's trial. Seven of the nine non-police witnesses later recanted their testimony. Ten people meanwhile named one of the remaining witnesses as the actual killer. Troy himself maintained his innocence throughout. In spite of all these factors, the US courts refused the appeal for a retrial. The state of Georgia rejected appeals for clemency, and went ahead with Troy's execution by lethal injection.

### Amnesty's role

Amnesty campaigned on Troy's case since 2007, helping to make it an emblematic example of the failings of the death penalty. Troy faced three execution dates in 2007 and 2008. Action by Amnesty on a global scale may have contributed to the

stays of execution granted on these occasions.

The campaign in early 2011 was low key, as supporters waited to find awaited the outcome of an appeal against the results of an evidentiary hearing. In March, after the Supreme Court announced its refusal to hear the appeal, Amnesty started preparing for a clemency action. Supporters in the UK collected 25,000 signatures on a petition and the Urgent Action Network sent a series of appeals. When the September execution date was announced, the campaign gathered momentum. We asked artists to help raise the profile. Richard Hughes of the rock band Keane, a committed supporter of abolition, spoke at our solidarity vigil outside the US embassy on 16 September.

Nearly 80,000 email appeals were sent to the Georgia parole board through our campaign webpage, most of them on the day before the execution.

The flood of emails clearly put the Parole Board under pressure. On 20 September, they blocked all emails from the Amnesty UK server. We adapted the webpage to be able to continue the traffic, but the board then blocked all incoming emails.

Troy's case got unprecedented coverage in the UK media, which rarely takes much interest in death penalty cases unless a UK national is concerned. This boosted the campaign in the final hours, with

**'The struggle doesn't end with me. This struggle is for all the Troy Davises who came before me and all the ones who will come after me.'** Troy Davis

more than 500 people attending a vigil outside the US embassy in London at 10pm. In the last few days before his death, more than 300 events and vigils took place worldwide, 16 Amnesty sections took part, and almost one million people took action. US opinion polls taken in the days after Troy's execution showed support for the death penalty dropped several percentage points to the lowest level for 40 years.

### OUTCOMES: ABOLITION

We saw some progress on our specific targets for 2011, in public policy, activism and mobilisation, and for individuals.

In Trinidad and Tobago, the parliament rejected a bill in February 2011 that would have allowed for the resumption of executions in the Caribbean country. While Amnesty welcomed this move, it regretted that the government of Trinidad and Tobago still insists on retaining the death penalty. In the US, Illinois became the 16th state to abolish the death penalty, while Oregon announced a moratorium on capital punishment.

With Belarus, however, we made no progress. Amnesty activists helped gather some 250,000 signatures around the world for a petition urging Belarus to call a moratorium on the death penalty and commute death sentences as a first step towards abolition. To date, it has had no discernible impact on Belarusian authorities.

### CASEWORK

Developments in 2011 strengthened grounds for a retrial of Hakamada Iwao, believed to be the world's longest-serving death row inmate. He has spent 43 years on death row in Japan after being convicted of

murder on the basis of a confession allegedly made under torture. In December 2011, public prosecutors disclosed evidence which was never presented at the original trial. Also, DNA tests from his clothing found no specimens matching the victims' blood.

After Urgent Actions were issued, three death row prisoners in the USA received stays of execution. Shawn Hawkins in Ohio had his death sentence commuted to life imprisonment without parole after lawyers cast doubt on his conviction for murder.

### THE WORK AHEAD

There are major challenges ahead for Amnesty's campaign to abolish the death penalty, and important lessons to be learned from the experiences of 2011. Drawing on Troy Davis's case, we saw that a state in a supposedly democratic country can execute a prisoner, even in the face of enormous opposition and widely known doubts about the prisoner's guilt. We learned that when a single case such as Troy's is given a deliberately high profile, it can have a huge impact on public perceptions and on public debate about the death penalty in general. Social media was also shown to be particularly effective as part of an international effort.

Next steps in the campaign include a specific focus on bringing about abolition in specific US states. Alongside this, campaigning on individual cases will continue, including that of Hakamada Iwao and Reggie Clemons.

# HUMAN RIGHTS EDUCATION



Human Rights Education gives people knowledge and understanding of human rights, and the skills to stand up for their own rights and those of others. It aims to embed attitudes and behaviour that respect human rights. Educating people about human rights also helps Amnesty to grow.

In 2011 the UN Human Rights Council adopted a Declaration on Human Rights Education and Training. The declaration reaffirms the importance of Human Rights Education in promotion, protection and effective realisation of human rights.

Amnesty International UK has been engaged in Human Rights Education for more than 20 years, focusing on work with schools. If our vision of human rights for all is to become a reality, we have to build up a new generation of people who understand human rights and who promote and protect the rights of others.

Working through schools is an effective way of reaching large numbers of young people at a stage when they are forming their views about the world and how it should work.

Our work in this area is well-known and respected among UK schools and many of the teaching resources we have produced have been translated and adapted by other Amnesty International Sections around the world. Amnesty International UK is one of the few human rights organisations in the UK that supports teachers to deliver Human Rights Education at minimal cost.



## THE CONTEXT OF OUR WORK

Each of the four nations in the UK has its own national curriculum for schools. For the time being, all four require human rights to be taught, but in different ways.

In Scotland, human rights is part of a cross-curricular theme of Global Citizenship, which all teachers have a responsibility to deliver. Teachers are looking to NGOs for help in developing this theme, which presents Amnesty International with a good opportunity.

In Wales, human rights is part of compulsory Personal and Social Education and the Welsh Assembly Government is encouraging schools to teach about the UN Convention on the Rights of the Child.

Northern Ireland has a flexible curriculum, with space for Human Rights Education at primary and secondary levels. However, human rights is a contested issue politically, and prospects for Human Rights Education can vary with the minister responsible.

In England, Human Rights Education is currently compulsory for 11-16-year-olds as part of the Citizenship curriculum, but following the change of government in 2010, the position of Citizenship education is under threat.

## STRATEGY

The overall aim of our work with schools is to enable them to provide Human Rights Education to their students. In 2011, with Human Rights Education still part of the curriculum in all four nations of the UK, our strategy was to support teachers of Citizenship or PSE by providing teaching resources and training, and building an online teachers' network.

## PERFORMANCE

Amnesty's 50th birthday gave added impetus to our campaign work and inspired youth groups to run hundreds of special events. Notable were letter writing and supporting women's rights in Nicaragua, helping to generate vast numbers of bright butterfly messages.

Key objectives for the year, and our achievements, are outlined below.

- **We said we would:** work to safeguard the place of Human Rights Education in the national curriculum in all parts of the UK

Our efforts to ensure that Citizenship, including Human Rights Education, remains a core subject in the curriculum in England were carried out as part of the Democratic Life coalition, which Amnesty International UK helped to establish in 2010. The campaign had its parliamentary launch in 2011, and followed this up by continued lobbying and media publicity on the issue. A government decision is expected in late 2012.

- **We said we would:** develop our school speakers programme to ensure that we reach more young people through quality speaking events and workshops, and to mobilise new speakers.

Our school speakers programme reached at least 51,120 students in 2011, up from 45,090 in the previous year, and our pool of speakers grew from 141 in January 2011 to 160 by December. We

provided training for 56 speakers during the year.

- **We said we would:** provide teachers with resources and opportunities to engage young people in learning and action for human rights.

In addition to a range of lesson plans and resource materials available through our website, Amnesty International UK produces a new education pack on a specific human rights theme at the beginning of each school year. The pack, which is sent to more than 95 per cent of UK secondary schools, provides teachers with the resources to hold assemblies, give lessons and run action projects. It also encourages schools to use a wider range of Amnesty educational resources.

The theme in 2011 was freedom of expression, linked to Amnesty's 50 years of campaigning for human rights. A total of 4,779 UK schools received the Speak Free pack, with 295 schools in Wales receiving both English and Welsh language versions. We have received a great deal of positive feedback about the pack and it has inspired 403 teachers to join our TeachRights teachers network. The pack also resulted in 153 schools running letter writing events as part of the Write for Rights campaign, and alongside the new film *I Talk Out Loud* it led to the creation of 54 new Amnesty groups in schools (see page 36). The pack was also used by Amnesty Sections with young people in Zimbabwe, Kenya, Ghana and Senegal.

Another way of stimulating young peoples' interest in human rights is the Young Human Right Reporter of the Year competition. This is a joint project of Amnesty International

## Human rights education continued

UK, the Guardian Teacher Network and Mark Allen Publications, whose primary and secondary education magazines reach schools throughout the UK. In 2010, its first year, the competition attracted 450 entrants. In 2011, with the addition of a new age category for 15-18-year-olds, more than 700 young people aged between seven and 18 entered the competition. The winning articles were published in Guardian Media group and Mark Allen publications, while the older winners were offered journalistic work experience with Secondary Education magazine.



Winners of the 2011 Young Human Rights Reporter competition © Mike Tsang

- **We said we would:** develop more opportunities for Amnesty youth and student activists to learn more about human rights, and to increase the number of active Amnesty youth groups.

To expand our network of youth groups, we made a documentary film following the Amnesty group at Eastlea Academy in East London as they campaigned to end stoning in Iran, participated in the AIUK Annual General Meeting, and gave their views on taking action for human rights. We asked schools to show the film to students, follow it up with work using the Speak Free education pack, and then prepare to take part in Amnesty's global Write for Rights campaign in December. (Write for Rights, timed to coincide with International Human Rights Day on 10 December, aimed to generate pressure in the form of appeal letters supporting individuals whose rights had been abused.) As a result, 123 schools organised a Write for Rights event and new Amnesty groups were established in 54 schools across the country.

- **We said we would:** expand the TeachRights network to encourage

and support new and experienced teachers to bring human rights into the classroom.

The network has grown from 5,101 members at the end of 2010 to around 6,000 at the end of 2011. Network members receive a twice-termly e-zine highlighting new Human Rights Education projects and resources.

- **We said we would:** deliver quality training in Human Rights Education for teachers and trainee teachers.

We held nine training sessions for working teachers, with a total of 97 teachers participating. We held two sessions for a total of 330 trainee teachers.

### NEXT STEPS

During 2011, we reviewed our Human Rights Education work over the period 2006-2010 and drew up a new five-year strategy, which envisages continuation of our work with schools alongside the development of work that we already do in the Active Learning Programme outside the formal education system.

This will focus on Amnesty activists and partners, as well as the wider public.

Our work with schools may need to adapt to new circumstances. If Citizenship is removed from the English national curriculum, we aim to ensure that our teaching materials enable schools to integrate human rights across a range of subjects. We will also broaden our training courses to target teachers of subjects with strong links to human rights, such as Religious Education, English and the humanities. We will also be linking our highly-regarded Human Rights Education work to an increased focus on fundraising in schools.

Even if Citizenship is removed from the core curriculum, access to Human Rights Education is itself a human right: schools have a duty to teach about human rights under Article 42 of the UN Convention on the Rights of the Child.

# RAISING AWARENESS



David O'Doherty at Amnesty's comedy show at the Edinburgh Festival © Sandy Young

Awareness-raising is a way of reaching out to new audiences to show them that human rights in general, and Amnesty's work, are important, relevant and worth supporting. We do it to bring our concerns to the outside world in a way that attracts attention, arouses interest and captures the imagination. Most often, our awareness-raising work aims to win support for Amnesty, or to move people to action in a campaign, but sometimes it seeks to challenge assumptions and change attitudes.

Awareness-raising is part of most areas of Amnesty's work, and is integral to both campaigning and fundraising. But given a tough economic climate, stiff competition from other NGOs, and the ambitious plans of the international Amnesty movement to expand in the global South, our awareness-raising strategies are increasingly directed towards fundraising and recruitment.

The audiences we aim to reach through this work go beyond the circle of committed supporters and activists. The public have no obligation to hear, view or read what Amnesty has to say: we have to present our messages and aims in ways that will attract attention and engage people's interest. Our strategy is therefore to use a wide range of methods, both direct and indirect, to address potential supporters and the wider public. We also work with artists, writers, broadcasters, film-makers and publishers on a range of projects.

Major projects during 2011 included:

- using the organisation's 50th anniversary as a hook to increase visibility, introduce target audiences to Amnesty and deepen existing relationships with supporters;
- partnerships with literary and arts festivals, to boost support for

## Raising awareness continued

- selected campaigns and raise Amnesty's profile;
- the 20th annual Amnesty Media Awards;
- redeveloping our websites (amnesty.org.uk and protectthehuman.com);
- a new online video programme – Amnesty TV – using a mix of satire and human rights messages to engage young people.

### MEDIA WORK

Amnesty International was launched through a newspaper article in 1961 and using the media to reach a wider audience has been a key part of our work ever since. The quarterly analyses of Amnesty's media presence in 2011 showed that through print, broadcast and online media we reach about three-quarters of the UK adult population each quarter (the percentage varied from 74 to 78). This is a result of our work with a wide range of media outlets, including consumer magazines, mid-market and tabloid papers as well as the quality press, radio and television.

In the last quarter of the year, for example, Amnesty featured in more than 2,000 articles or broadcasts, with 119 mentions in the quality press (an average of more than one a day) and 67 in tabloid and mid-market papers. We also gave 90 TV or radio interviews in that period.

Much of the media coverage we generated in 2011 focused on the Middle East and North Africa. It highlighted our call for security forces to stop attacks on peaceful protesters, as well as our reports on the impact of armed violence on civilians in Libya and Syria, and the ill-treatment of detainees held by the National Transitional Council in Libya. However, both national and regional media carried stories linked to a wide range of Amnesty campaigns and reports.



Manchester Amnesty marks Amnesty's 50th anniversary with a parade through the city centre

Amnesty International's 50th anniversary generated considerable media coverage – 303 items in May and June alone – including a special edition of the Observer's New Review and a BBC4 documentary. Celebrations organised by Amnesty supporters around the country generated scores of news items in local media.

2011 was also the 20th anniversary of the Amnesty International Media Awards, an annual celebration of the best human rights journalism, and a public recognition of the important role journalists play in bringing human rights violations to public attention. The 2011 Awards recognised the achievements of print, broadcast, photographic and digital journalists, and introduced a new student journalism award. The awards ceremony gave us an opportunity to mobilise some of the UK's best known journalists to send tweets to the President of Azerbaijan calling for the release of imprisoned newspaper editor Eynulla Fatullayev. He was released two days later.

### FESTIVALS

In any given year, millions of people in the UK go to art, music and literature festivals, expecting to have fun and to see and hear new and inspiring

things. This provides Amnesty with an opportunity to reach large numbers of people through exhibitions, films, media coverage and entertainment, as well as to mobilise large numbers of people behind a single, simple campaign action.

Amnesty International has a regular programme of events at the Edinburgh Festival, the world's biggest arts festival with a total audience of more than 2 million. This year we attracted sell-out crowds to our Stand Up for Freedom comedy show and the annual Amnesty Lecture, delivered this year by Polish activist and former prisoner of conscience Adam Michnik. A record 92 theatre productions – up from 63 in 2010 – entered the Amnesty Freedom of Expression Award, which recognises excellence in fringe theatre productions that raise awareness about human rights. The increase in entries is a sign that our strategy of encouraging theatre to take up human rights issues is working.

Our Edinburgh Festival campaign in 2011 was in support of the 'UAE Five' – activists charged with 'publicly insulting' officials in the United Arab Emirates. The activists were released from prison at the end of November, after their sentences were commuted.

## DIGITAL

Amnesty's websites and our use of social networking and other forms of digital communication help us to connect with new audiences and boost our campaigning, fundraising and outreach work. Digital technology enables Amnesty to mobilise support for campaigns, encourage people to donate, and raise awareness about our work. Over the past year, there has been a huge growth in the number of people we reach through digital technology. Membership of our online community, [protectthehuman.com](http://protectthehuman.com), grew to 225,000, an increase of 61 per cent. Over 58,000 people 'liked' the Amnesty UK Facebook page (up by 69 per cent from 2010), and about 43,000 people followed our Twitter account (up by 92 per cent). More than 2 million people visited Amnesty's websites in 2011.

Digital activism, for example, played a crucial role in Amnesty's successful campaign to pressure the Royal Bank of Scotland to stop funding companies that make cluster bombs, the successful campaign to release Eynulla Fatullayev at the media awards and the unprecedented levels of support and action taken to try to stop the execution of Troy Davis.

Amnesty UK's existing websites have been live since 2005. During those six years web technology has moved on apace and the design of our existing website has made it difficult to make the changes that we need to keep up with our audience's expectations. Following an extensive consultation process in 2010, in the first half of 2011 we developed a relaunch roadmap for Amnesty's websites, phased into six development releases over three years. Our old websites will be retired by the end of 2012.



Hay festival-goers contribute to a giant butterfly wall, the symbol of Amnesty's solidarity campaign for women and girls in Nicaragua © Alison Jordan

# FUNDRAISING FOR HUMAN RIGHTS



London to Brighton  
cycle ride, 2011

## THE FUNDRAISING ENVIRONMENT

For its campaigning, Amnesty International UK relies entirely on voluntary income, the bulk of which is made up of relatively small regular donations from individual members and supporters. We are immensely fortunate to have this strong base of regular supporters and we are extremely grateful for their generosity.

Our own fundraising results in 2010 were encouraging, in that our supporters remained loyal and income from community fundraising held up. However, we were concerned that recruiting and keeping new supporters was becoming increasingly difficult in the prevailing economic climate.

## OUR FUNDRAISING IN 2011 – AN OVERVIEW

This report profiles three areas of fundraising:

- Supporter recruitment
- Community fundraising
- Major donors

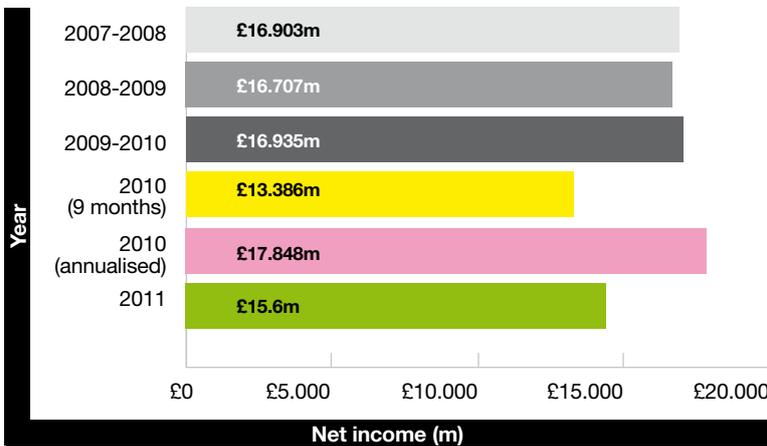
### Supporter recruitment

Continuing economic uncertainty and the fall in real value of UK incomes made 2011 a difficult year to win new supporters, but our existing supporters continued to stick with us, with 87 per cent continuing their support. It is testament to the generosity of our supporters that the average donation rose during the year. Our biggest challenge remains the recruitment and retention of new supporters.

### Community fundraising

Community Fundraising ended 2011 on a high, passing the three-quarter of a million pound mark (£770,000) for the first time. This represents a 3.8 per cent growth in income despite a very challenging year for Team Amnesty sponsored events, the biggest CFR income stream. Amnesty's 50th

### FUNDRAISING RESULTS BY YEAR, 2007/8 TO 2011



We are members of the Public Fundraising Regulatory Association. This is a charity-led regulatory body covering all types of face-to-face fundraising. We are also members of the Institute of Fundraising. As such, we are bound by the Face-to-Face Activity Code of Fundraising Practice, which sets out the regulatory requirements and best practice standards expected from all those parties involved in face-to-face campaigns. More information: [www.pfra.org.uk](http://www.pfra.org.uk) [www.institute-of-fundraising.org.uk](http://www.institute-of-fundraising.org.uk)

anniversary year gave Amnesty local groups a great opportunity to campaign and fundraise in their local communities and AmnesTea was the chosen fundraiser for supporters to use for their celebrations.

#### Major donors

Our income from individual major donors increased by 15 per cent over the year, following the reorganisation of our staff team in 2010 to focus on higher-value gifts. However, our income from trusts and foundations fell, which we believe is largely due to continuing recession.

#### Challenges in 2011

A challenge in all areas of fundraising was the revelation that Amnesty's International Executive Committee (IEC) had made payments of over £500,000 to our former secretary general, and of over £300,000 to her deputy, when they ended their employment with the International Secretariat. This provoked understandable concerns among our supporters and fundraisers in the UK about the international movement's use of donations – concerns that were fully shared by the Board and staff of Amnesty International UK. Swift action by our own and other

Amnesty sections to convey these concerns to the IEC, an independent review conducted by Dame Anne Owers, and the resignation of the IEC chair helped to restore confidence in the organisation. Nevertheless, 1,000 UK supporters cancelled their support to Amnesty International UK because of this issue. For more information see [www.amnesty.org.uk/payments](http://www.amnesty.org.uk/payments)

Looking ahead, the costs of our financial commitment to the international movement are set to increase, thus putting greater pressure on us to deliver significant growth in fundraising income in a difficult economic environment. Over the past two years this income has grown at about 2 per cent a year. We are forecasting almost 6 per cent income growth in 2012. (Although we do not believe it prudent to budget on this basis, this is the target we have set for fundraising.)

#### SUPPORTER RECRUITMENT

We spent £2.58 million on supporter recruitment in 2011 and, generated £598,000 from these supporters within the financial year. The vast

majority of our supporters are recruited onto direct debit, which means we can expect these supporters to continue to give to us over a number of years. For all our recruitment channels we expect a minimum of £3.87 million gross profit within five years.

#### Performance

We aimed to recruit 33,000 new supporters in 2011. This was almost four times as many as we recruited in April-December 2010, when our results were affected by the financial collapse of a major provider of our face-to-face fundraising. New agencies in the market place together with an increase in recruitment through door-to-door helped us to secure this uplift.

By the end of 2011, we had recruited 31,596 new supporters: below target, but considerably better than the 10,556 registered for April-December 2010 and the 18,000 recruited in the 12 months of 2009. During the course of the year, we ceased working with a number of face-to-face agencies as it became evident they were struggling to meet their targets. This meant we had to revise our recruitment targets accordingly.

# Fundraising for human rights

## continued

87 per cent of our supporters stayed with us in 2011 and the average contribution per supporter rose to £78.08 in 2011, an increase of £4.56 on 2010. However, the retention rate for supporters within the first year of recruitment was much lower, at 67.2 per cent compared to 78.5 per cent in 2010 this was in part due to the higher proportion of recruitment coming from face-to-face channels where retention is lower. Retention of face-to-face channels continues to be a focus for us going forward.

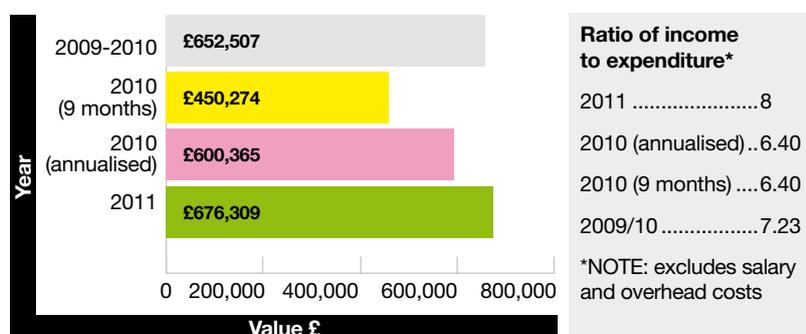
In addition to regular donations, supporters contributed to cash appeals and raffles. One appeal, asking for donations to fund our work to prevent stoning in Iran was our most successful cash appeal of the year, raising over £127,000. Our raffles were less successful than usual this year. The reasons are still unclear, so we plan to test different approaches in 2012. Our bookshops and mail order catalogue did well and helped to maintain our income.

### Looking ahead

From our experiences in 2011, we concluded that while face-to-face fundraising methods can attract people to Amnesty, their interest is becoming increasingly short term. For 2012, therefore, we plan to reduce our recruitment targets while improving the retention rate for new supporters, maintaining the loyalty of longer-term supporters, and generating additional income from cash appeals and sales of merchandise. We believe this new balance of activities will yield a better return on investment.

In 2011 more than a quarter of new supporters came to us through the Internet. In 2012, we aim to develop a new network using SMS technology, enabling us to contact supporters via their mobile phones to ask them to take action or donate.

COMMUNITY FUNDRAISING: NET INCOME BY YEAR 2009/10 TO 2011



### COMMUNITY FUNDRAISING

This encompasses all the events Amnesty supporters organise to raise money in their local communities. Growing numbers of supporters take part in our ever-increasing number and variety of sponsored events, including marathons, triathlons, cycle events and treks. Meanwhile, Amnesty groups Local, Youth and Student organise a wide range of events, as well as CFR projects such as AmnesTea, Amnesty Hours, Recycling, In Memory Giving etc. Our programme offers something for everyone to get involved with, for people of every age, level of fitness, amount of free time, income and so on. We encourage all Amnesty members to take part in fundraising, and our quarterly fundraising e-newsletter goes to 34,000 people.

In 2011 we raised, £770,000 against a spend of £94,000, giving us a net income of £676,000. With a return on investment of 8:1, community fundraising remains our most lucrative form of fundraising.

### Performance

For 2011 we set a target of £797,000 gross and £674,500 net income from community fundraising. We did not meet our gross predictions, but did manage to exceed our net budget.

An estimated 2,000 people fundraised through Community Fundraising activities in 2011 and the team responded to over 3,600 enquiries, making or sending over 10,500 calls, letters and emails through the year.

Local groups rose to the challenge of raising money in a recession and sent Amnesty £234,000, over £40,000 more than in 2010. They loved the opportunity that AI50 presented, and attendance was up at the multiple fundraising workshops organised for activists throughout the year. 50th birthday AmnesTeas raised £40,000 as people raised a cuppa in a toast to freedom. The most exciting independent community event was Comedy Night Live and Ungagged, with Tim Minchin and other stars, which raised £17,000. Most improved was In Memory fundraising which continued to exceed expectations by smashing its £69,000 budget to bring in over £95,000 in 2011.

Team Amnesty (TA) sponsored events is Community Fundraising's biggest income stream. This is a changing market however, so the range of events on offer was widened. TA is constantly monitored to see whether events are working. In 2011 four newly introduced events raised over £40,000 for Amnesty, so that by the

end of the year 500 people had taken part in a sponsored event and 8,000 people had sponsored a friend in these events. Community Fundraising also attended many events to support participants, as well as cycling from London to Brighton and running 5k dressed as Santa!

Sponsored events has grown in popularity over the last few years – but we have had to work hard as participants have found it increasingly difficult to raise their fundraising targets. There is no shortage of willing runners and cyclists and the number of friends and family sponsoring them has held steady, but for lesser amounts. This means encouraging participants to organise successful fundraising events and not become overly reliant on JustGiving.

## MAJOR DONORS

A major donor is an individual, trust or corporation that donates £5,000 or more to Amnesty International UK in one year.

The fundraising environment continues to be challenging with ongoing economic worries. Despite this, following a benchmarking exercise, we feel it is possible to achieve growth and we went into 2011 with an ambitious strategy to increase income and lay the foundations for significant growth in 2012 and beyond.

We were more cautious around our income from trusts and foundations knowing that, overall, giving had declined across the sector. Our strategy, therefore, was to focus on securing larger gifts from individual donors and target new significant grants from funders such as Comic Relief. We also aimed to increase the proportion of restricted giving, ie income raised for specific activities

carried out by the International Secretariat or AIUK.

Our target for 2011 was to raise £1.6 million from major donors, including individuals £760,000, trusts £445,000 and corporates £400,000.

## Performance

Our focus on higher value donors has yielded immediate results. Giving by individual major donors increased by 15 per cent from 2010 to 2011, and included four gifts of more than £100,000. Total raised was £782,000 from individuals, £22,000 above target. Expenditure on the individuals area was £21,220 before staff costs.

The amount we received in restricted funds also increased in 2011. This included gifts earmarked for international work, for example in Sudan. The momentous political events in the Middle East and North Africa, with millions of people demanding human rights change, moved our donors to support Amnesty's work across the region.

## Challenges

As expected, our income from trusts and foundations was affected by difficulties in the wider economy and continued to fall, as trusts protected their investments by reducing their grants.

## Looking ahead

During 2011 we laid the foundations for increasing the income raised from major donors for Amnesty's international work, in particular for establishing offices in Brazil and India. This will continue to be a major focus of our work in 2012. We aim to continue to grow the individuals income and bring trusts back on a more even keel. Our target is to reach £1 million from individual donors for the first time and a further £1.1 million from trusts and corporates. As part of this target, we aim to make a first successful application to Comic Relief to support our work on forced evictions in Kenya.

## CORPORATE RELATIONS POLICY

Amnesty International relies on the support of ordinary people as members, activists and financial supporters. We are therefore careful to ensure that we protect our independence to campaign against human rights abuses wherever they occur.

Our formal Corporate Relations Policy limits the proportion of our income that comes from corporate relationships to a maximum of 10 per cent. A Corporate Relationships Advisory group screens all proposed corporate relationships valued at over £5,000 (in cash or in kind). In 2011 we received donations of £306,829 amounting to 12.97 per cent of our maximum allowable funding from corporate entities.

**Total number of corporate relationships recorded: 77**

**Number of corporate entities donating over £5,000: 4**

Corporation*	Type of gift	Value £
The Cooperative Group (inc. the Amnesty credit card)	Money	222,093
GBR Trade & Technology Ltd	Money	30,000
Triodos Bank	Money	6,136
Quantum Amalgamations	Money	5,000

\*All corporate giving above £5,000 is subject to screening by AIUK

# OUR ORGANISATION





Amnesty International is a movement of ordinary people and is organised as a democratic membership organisation. Founded 50 years ago (1961) Amnesty has grown in size and global reach – and our human rights remit has grown too, adapting and expanding in response to the global human rights context.



From the very beginning, our members have provided the vast majority of our income, and stand behind our campaigns and play a key part in running the organisation.

We are a democratic membership organisation working for humanity and human rights. It is important that this is properly reflected in the way AIUK relates to staff, volunteers and supporters. To become even more effective, we need to maintain truly collaborative and participatory decision-making processes. And we need to work with the rest of the global movement in a concerted and coordinated manner.

Our structure, our constitution and our systems of governance are designed to meet these needs.

2011, our 50th anniversary year, has seen the entire Amnesty International global movement working together more closely, ambitiously and purposefully than ever. This is reflected in our strengthened strategic planning and the alignment of reporting and planning across the movement. We are one of the largest of 52 country sections in 150 countries across the world, with more than 3 million members.

We operate as a collection of autonomous national organisations – but the glue that holds our movement together is our shared vision, mission and values, and abiding by the Statute of Amnesty International.

Amnesty student conference,  
November 2011  
© Brett Roberts/AIUK

# STRUCTURE AND GOVERNANCE

**As part of the global Amnesty International movement, Amnesty International UK has both global and local layers of governance.**

## THE GLOBAL MOVEMENT

Amnesty International UK is one of 53 national sections of Amnesty International. In 2011 it was the second largest section in terms of its financial contribution to the international movement. Amnesty's country sections operate as autonomous national organisations, sharing the same vision, mission and values and abiding by the statute of Amnesty International.

The international movement's highest decision-making body is the International Council. It elects the International Executive Committee (IEC), which sets movement-wide policy and defines the global governance rules for all Amnesty organisations. Authority

for conducting the daily affairs of the global movement is delegated to the International Secretariat. Amnesty International UK, like other national sections, can influence the development of policy by participating and in International Council meetings and in IEC deliberations.

For more on the structures and governance of the international movement, see the Amnesty International 2011 Report to INGO Accountability Charter (AI Index IOR 80/001/2012 at [www.amnesty.org](http://www.amnesty.org)).

## Our contribution to the international movement

Amnesty International UK supports the wider movement financially and in other ways, and one of our strategic goals is to shape and deliver a more effective global movement.

In addition to making a financial contribution to the global movement of £7.34 million, AIUK participates

in global Amnesty management and coordination bodies, takes forward global Amnesty campaigns, and contributes its skills and knowledge to a range of global projects. Our London office hosts Art for Amnesty, which raises funds and profile for the movement by working globally to leverage the support of artists for Amnesty campaigns. Its biggest project to date was a world tour with rock band U2 in 2010-11, promoting our campaign on Poverty and Human Rights. With 66 concerts in 22 countries, the campaign message reached an estimated 5 million people.

In future years, our financial contribution to the global movement is destined to rise, in line with decisions by the International Council Meeting to increase the overall proportion of the movement's resources going to the international budget from 30 per cent to 40. For Amnesty International UK, this means

## AMNESTY INTERNATIONAL UK BOARD MEMBERS AS OF 31 DECEMBER 2011



Ciarnan Helferty (Chair)



Emma France (vice Chair)



Brian Landers (Treasurer)



Rona Keen



Peter James Murray



Sarah O'Grady



Sharmila Kar



Collette Anne Crill



Katie McSherry (nee Boothby)



Harrison Littler



Hannah Perry

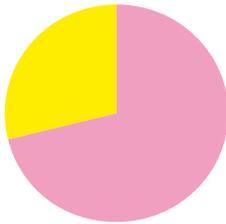


Brian Gilda



Cris Burson-Thomas

**FINANCIAL SUPPORT TO THE INTERNATIONAL MOVEMENT AS A PERCENTAGE OF TOTAL INCOME (2011)**



- 71% Amnesty International UK fundraising and campaigning activities
- 29% Paid to the international movement

**THE BOARD AT A GLANCE**



6 male, 7 female



11 white, 1 mixed, 1 undisclosed



2 under 25, 2 25-34, 2 35-44, 2 45-54, 3 55 + , 2 undisclosed

that over the next 10 years the proportion of our income contributed to the global movement will increase each year, with a target of reaching 40 per cent by 2021.

**IN THE UK**

Amnesty International UK is made up of two legal entities: the UK Section and the Charitable Trust.

Amnesty International UK Section undertakes activities that are deemed not to be charitable under UK charity law, including human rights campaigning, as well as fundraising and trading activities. The UK Section is owned and controlled by its members.

The Amnesty International Charitable Trust is a registered charity, funding Amnesty International activities globally and elsewhere concerned with human rights research, monitoring and education, and promoting public support for human rights. Its Board of Trustees as at 31 December 2011 were: David

Norgrove (Chair), Angela Crack, Stuart Hathaway, Ciarnan Helferty, Brian Landers, Harrison Littler, Sarah O’Grady, Grainne Walsh.

In addition, AIUK has a subsidiary events company, Amnesty Freestyle Limited, the operations of which are included in the consolidated Financial Statements (page 56).

**Board of Directors**

The Amnesty International Board of Directors is responsible for the overall performance of Amnesty International UK Section and for providing strategic direction, effective governance and leadership on behalf of our members.

The Board is accountable to the AIUK membership through the Annual General Meeting (AGM), the primary decision-making forum for Amnesty International UK.

The Board maintains policies, including a code of conduct, conflicts of interest and treasury policy.

Special Board sub-committees (composed of Board members, non-Board members and specialist staff) provide updates, advice and guidance on aspects of AIUK’s performance. A formal finance report is made at each meeting. These sub-committees are: i) Active Membership; ii) Finance (which also acts as our audit committee); iii) International Issues; iv) Joint Consultative Committee. See [www.amnesty.org.uk/subcommittees](http://www.amnesty.org.uk/subcommittees)

All Board members are non-executives. Under the AIUK constitution no staff members or office-based volunteers may serve on the Board.

The Board periodically carries out a skills audit and may decide to supplement its skills and expertise by co-opting up to three additional Board members.

One of the Board’s priorities in 2011 was to improve its own performance and accountability to the membership. This included

reviewing how the Board operates, the remit and functioning of Board sub committees, the priorities for its own work and how it communicates them to the wider membership. The Board was supported by the Centre of Charity Effectiveness from CASS Business School from City University, London, to ensure that external expertise and challenge in governance issues was brought into the process.

For more about the Board and the AGM, see [www.amnesty.org.uk/board](http://www.amnesty.org.uk/board)

## STAKEHOLDERS

AIUK has a wide range of stakeholder groups including: people whose rights we seek to protect; members; supporters; activists; campaign and coalition partners; suppliers; staff; volunteers; the media; government and regulatory bodies; the UK general public.

We work to engage rights-holders in each campaign area. In most cases our stakeholders are determined by our research work; others include partner organisations selected on the basis of shared campaign goals.

## ACTIVISTS, MEMBERS AND SUPPORTERS

Amnesty International is a membership organisation. Our members provide most of our funding. They stand behind all of our campaigns. Ultimately, it is they who make the difference. We encourage our members and supporters to take an active, participative role in the work of Amnesty International both in the UK and worldwide.

## Supporting Amnesty International UK in 2011

**227,459** supporters contributed money

Of these, **146,200** were members paying a regular membership subscription

**Thousands** of people took action individually in one or more of our campaigns

**241** local groups brought Amnesty's concerns and campaigns to their local, media, politicians and public, and raised funds for the organisation

**111** student groups took part in our campaigns and raised funds

**529** youth groups, most based in schools, took action and raised funds

**200** trade union affiliates backed Amnesty campaigns, including those on workers' rights

**11,741** people stood up for women's rights through our Women's Action Network

**10,733** people stood up for children's rights through our Children's Rights Network

**4,116** people stood up for lesbian, gay, bisexual and transgender (LGBT) rights through our LGBT network

**50** volunteer country coordinators supported networks and local groups on country campaigns and casework

**13** volunteer regional representatives helped coordinate local Amnesty work, **6** Student Action Network and **18** Youth Advisory supporters helped coordinate student and youth groups work

**56** volunteer trainers ran workshops for local groups and at regional conferences



## UK map showing Amnesty activist groups

- Local groups
- Student groups
- Youth groups



# OUR PEOPLE, POLICIES AND PRACTICES

## OUR STAFF

Amnesty International UK has 211 paid staff (full-time equivalent 182.6) based in our four offices (in London, Belfast, Edinburgh and Cardiff) and in four of our six bookshops.

We believe that engaging and developing these people is crucial to our success.

In 2011 our human resources objectives centred on six key areas:

- Learning and development
- Equality and diversity
- Human resources service delivery
- Well-being
- Partnership
- Organisational development

### Learning and development

In 2011 we spent an average of £534 per employee on training and development, a similar amount to 2010 when the figures were annualised (£400 per employee on training in April-December 2010).

The average number of training hours per employee was 9.8, (2010 annualised figure was 10.1 hours). This figure does not include staff undertaking further education and in

2011 we assisted in the costs for four people studying for their MAs, three of which were in human rights, and three for CIMA and CIPD professional qualifications.

The annual training programme covers a broad range of knowledge and skills, including people and management, health and safety, and equality and diversity. In 2011 we made a particular effort to promote learning in performance management, running two-day courses for managers and workshops for staff. We also strengthened our Management Development programme which is now accredited by the Institute of Leadership and Management as a professional level 5 qualification. We continued with training on the prevention of bullying and harassment.

### Equality and diversity

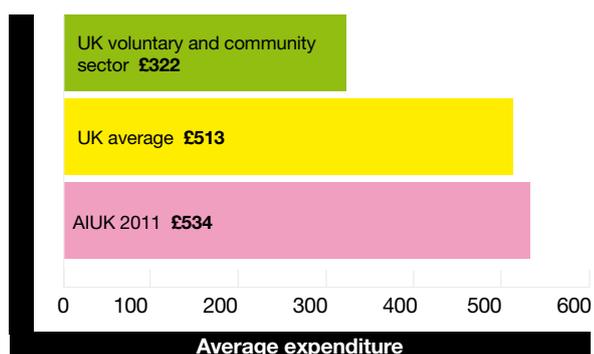
Amnesty International UK values diversity in our staff, volunteers and Board and strives to be a fair employer. In our 2011 staff survey, 94 per cent of staff said they were treated with fairness and respect.

As of 31 December 2011, 15 per cent of our staff were from a black or minority ethnic (BME) background, which compares with 11 per cent for the UK charity sector. There was a small rise in the proportion of BME job applicants during the year (24 per cent, compared to 21 per cent in April-December 2010), but the proportion of BME applicants among those appointed was 17 per cent. Our aim remains to increase the proportion of our BME staff to better reflect the population of Greater London and the South East.

The number of staff who declare that they have a disability has increased again to 5 per cent (4.1 per cent last year). This is higher than the sector average of 2.6 per cent (Source: People Count, Third Sector 2011). This shows not only that we are recruiting more disabled staff but also existing staff are more comfortable declaring a disability.

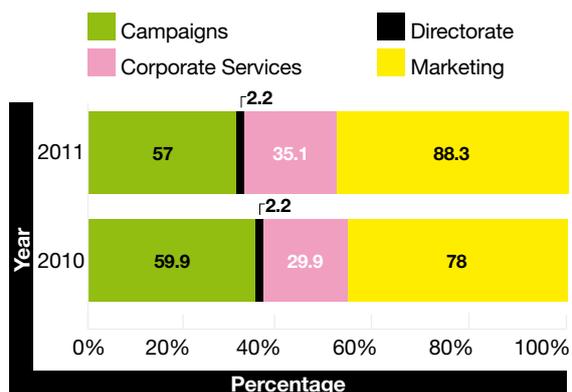
In 2011 we appointed a gender mainstreaming manager to help the organisation move towards greater gender equality in all areas of its work (see page 50).

**AVERAGE ANNUAL TRAINING AND DEVELOPMENT EXPENDITURE PER EMPLOYEE**



Source: People Count Third Sector 2011

**STAFF NUMBERS IN AMNESTY INTERNATIONAL UK (full-time equivalent)**



### Human resources service delivery

The number of full-time equivalent staff rose by 7 per cent in 2011, in line with our medium-term growth strategy to generate more income, strengthening our in-house fundraising team. Staff turnover fell again during 2011 to 11.3 per cent, in line with the national average for all sectors of the economy. (The figure includes end of fixed-term contracts as well as unplanned turnover.) The average length of service of an employee is five years and eight months; the UK average is four years, while the average for the voluntary sector is two years and 10 months.

### Wellbeing

As in 2010, we endeavoured to reduce the level of absence relating to stress and mental health, using the services of an occupational health provider and a counselling service. After the success in 2010 we participated in National Stress Awareness Day again, running events and talks to promote awareness of our stress policy and stress in general. Reported sickness absence due to stress, depression or other psychiatric illness decreased, from 24.7 per cent of working days lost to sickness absence in 2010 to 18.3 per cent in 2011. Reported sickness absence in 2011 was low, with an average of 1.3 days per employee over the year, compared to a UK average for the year of 9.1. We were shortlisted for the Chartered Institute of Personnel and Development's People Management Awards in the Health and Wellbeing category.

### Partnership

AIUK has a long history of working in partnership with trade unions, both internally and in our campaigning

work. Although not all staff are union members, all are covered by terms and conditions negotiated through a collective bargaining agreement with the Unite trade union and any significant operational changes are implemented in consultation with union representatives. For more about union-management communication channels, see Annex.

### Organisational development

In 2011 AIUK published six revised or new human resources policies: a fixed term contract and a retirement policy were new, and we revised our expenses, equality and diversity, redundancy and job security, and childcare and dependents policies. All were the subject of consultation and agreed with the union. In 2011 Amnesty International UK once again received Target Jobs 'Most Popular Graduate Recruiter' award in the Charity and Not for Profit sector and we were a finalist in the Third Sector Excellence Awards for Best Employer 2011.

### Staff engagement: staff and volunteer surveys

AIUK conducts regular staff and volunteer surveys, with good response rates – 75 per cent for the most recent survey, in April 2011. The 2011 survey confirmed some positive factors with 89 per cent of staff saying they were proud to work for AIUK and 95 per cent saying they were committed to AIUK's goals. The survey also showed that some progress had been made with challenges identified in the 2009 survey but revealed new and existing areas of concern.

### Progress made

#### ■ Bullying

**The challenge...** In 2011, 6 per cent of AIUK staff reported they had experienced bullying or harassment by another staff member in the previous 12 months. This is an improvement on the 2009 figure of 10 per cent, and much better than the national average of one in four (National Bullying Helpline), but it is not acceptable to us. **Further action...** We continue our efforts to reduce bullying through staff training, and we have a team of independent advisers to guide and support staff affected.

#### ■ IT resources

**The challenge...** In 2011, 24 per cent of our workforce did not consider they had access to the IT resources they needed to work effectively. This is better than the 41 per cent registered in 2009, but there is clearly room for improvement. **Further action...** In 2011 we set up an IT Steering Group to move our IT resources and support to a more proactive partnership role. We also continued the PC replacement programme, reviewed our telephony and brought in enhanced technology and training for our IT resources.

#### ■ Performance management

**The challenge...** In 2009 43 per cent of staff said they felt that Amnesty International UK did not manage poor performance effectively. By 2011 this had dropped to 30 per cent, but only 22 per cent of staff felt that the organisation's approach to performance management had improved over the past year. **Further action...** In 2011 we worked with an external partner (Roffey Park) to design and deliver workshops for managers and staff on performance

# Our people, policies and practices

## continued

management, improved the quality and quantity of individual annual personal development plans and strengthened our management development programme.

### ■ Senior management leadership

**The challenge...** In 2009 less than half the staff felt that the senior management team provided effective leadership or direction, and this was still the case in 2011.

**Further action...** In 2011 we focused on the effective management of change and SMT worked with external support to do this.

### New areas for action

#### ■ Communication

**The challenge...** The 2011 survey showed that less than half the workforce felt involved in the formulation of AIUK's operational and strategic plans, or felt they had the opportunity to contribute their views before changes were made.

**Our response...** We agreed and implemented a new team planning process. We started work on an internal communications strategy.

#### Our volunteers

We rely heavily on volunteers contribution alongside our staff. At the end of 2011 we had 93 office volunteers (down from 110 in 2010) and 215 bookshop volunteers.

Volunteers contribute on many levels. We estimate that volunteers in our offices and bookshops gave over 128,000 hours in 2011, worth over £1 million (assuming the London Living Wage in 2011 of £8.30).

## OUR POLICIES AND PRACTICES

### Gender mainstreaming

We are committed to tackling the gender and other inequalities that

exist at global and local level, and we seek to do so in both our human rights work and in developing our own organisation. Our approach is one of gender and diversity mainstreaming: the pursuit of gender equality as part of everything we do including employment, fundraising, campaigning, marketing, publishing, events, procurement and facilities management.

Our aim in 2011 was to make decisive progress in our gender mainstreaming work by recruiting a gender mainstreaming manager and adopting a strategic training plan.

The manager was appointed in July 2011 and a gender mainstreaming strategy was drawn up by the end of the year.

The initial focus of this work – and the basis of the strategy – was to assess our strengths and weaknesses. We also talked to similar organisations to learn from their experiences. Areas we identified as strengths were:

- our women's human rights programme, which specifically addresses gender inequality;
- provision for flexible working hours, which enables staff of both sexes to meet caring responsibilities; and
- equal pay.

Areas where further work is needed include:

- building thinking about gender and diversity into our systems, eg the way we design projects;
- creating a strong learning culture where both men and women can thrive;
- building the confidence and competence of our staff to mainstream gender and diversity from the start;
- helping women in our workforce to progress.

Our gender mainstreaming strategy,

implemented from the start of 2012, aims to make Amnesty International UK a leader in the gender equality field over the next five years. We will demonstrate how gender inequalities that exist in wider society are being challenged in our own organisation on a daily basis.

In practice, this means creating a culture and systems that promote equality. Key elements of this include, for example:

- building gender and diversity analysis into all our policies, strategies, projects, and evaluation methods;
- making the centrality of gender and diversity to our mission more visible in our campaigns, fundraising, digital and print publications, media work and events;
- research to understand the composition of our supporter base and identify any gender-related barriers to participation in Amnesty;
- boosting staff and volunteers' confidence, commitment and competence by providing a range of opportunities to learn about gender mainstreaming and put it into practice.

### Feedback

Amnesty International UK values the views of its stakeholders, both positive and negative. We have operated a policy of inviting and recording feedback since July 2009.

Feedback is reviewed and assessed by a Feedback Oversight Panel (comprising a member of the Board, the UK director, the director of marketing, director of corporate services, and manager of transparency and accountability). The Panel identifies and recommends actions to the senior management team where appropriate.

In 2011, Amnesty International UK received 2,629 recorded

pieces of feedback – more than 10 submissions for every weekday, and an increase of 15 per cent on the number received in 2010.

### Positive comments

We received 320 favourable comments about our work, predominantly about:

- our campaigns – especially the campaigns on Troy Davis (page 30) and on cluster munitions (page 6), and the Urgent Actions on Iranian refugees at Camp Ashraf in Iraq (a campaign supported by an Iranian exile group);
- events – mainly AmnesTea fundraising events;
- the content of our materials – mainly our educational resources.

We also received comments expressing general approval of our work.

### Negative comments

We received 613 items of negative feedback, predominantly about:

- our campaigns, including our work on the Middle East and North Africa (page 24) and our support for sexual and reproductive rights (page 6);
- the decision by Amnesty's International Executive Council to award large payments to former Secretary General Irene Khan and her deputy (page 39);
- the content of our materials, including raffle promotion materials and our website;
- general administration, mainly on the handling of financial and administrative transactions such as changes in direct debits;
- fundraising, including street fundraising, telemarketing and sending too many mailings to supporters (pages 38–41).

### Complaints

Amnesty International UK also receives and records complaints.

Complaints are distinguished from feedback (which is the expression of satisfaction or dissatisfaction) in that they involve a more formal claim that AIUK has failed to meet an organisational commitment.

In 2011 we received 1,467 complaints, almost double the number for 2010. The majority (57 per cent) of complaints received in 2011 concerned the payments to the former Secretary General. The remainder were about:

- our campaigns, notably our opposition to the forced eviction at Dale Farm in Essex and our support for sexual and reproductive rights;
- our fundraising (street fundraising, telemarketing and sending too many mailings);
- content of our materials, especially a cash appeal featuring stoning in Iran;
- events – predominantly about a public meeting held in our London offices by two external organisations, the Palestinian Solidarity Campaign and Middle East Monitor Online (MEMO). A blog published in the *Daily Telegraph* in April 2011 asked readers to call Amnesty and ask why we hosted the meeting.

### Learning from feedback

As well as responding to comments, suggestions and complaints, Amnesty International UK strives to learn from them. The Feedback Oversight Panel analyses feedback patterns, and where appropriate recommends changes in how we operate. For example, in response to a series of complaints about fundraising practices, we took action to ensure courteous behaviour by our street fundraisers. The panel also identified a weakness in how Amnesty International UK deals with complaints: although all complaints are recorded and receive a response, there was little evidence that they

resulted in change or action. The panel's proposals for improving the complaints procedure will be considered in 2012.

### ENVIRONMENTAL IMPACT

Environmental protection and climate change have significant implications for human rights. Amnesty International believes that the failure to act effectively on climate change, for example, could result in widespread violations of the rights to life, to health, to water, to food and to housing.

The Human Rights Action Centre in London, the base for 93 per cent of our staff and venue for public events, is the largest physical 'footprint' of our activities. We are committed to measuring, assessing and reporting on its environmental impact.

In 2011 we said we would:

- reduce use of gas and electricity by 5 per cent;
- improve recycling facilities in our public spaces;
- increase re-use and recycling;
- measure carbon emissions of our business travel.

Stronger monitoring of temperature settings enabled us to reduce our use of gas and electricity in 2011. We also improved recycling facilities and started to record our business travel. The results were:

- We reduced our energy use by 4.4 tonnes of CO<sub>2</sub> equivalent emissions from 2010, giving total CO<sub>2</sub> equivalent emissions for the year of 278.6 tonnes.
- We sent 59 per cent of our waste to be recycled in 2011, compared to 48 per cent in 2010.
- We learned that our business travel caused 51 tonnes of CO<sub>2</sub> equivalent emissions.

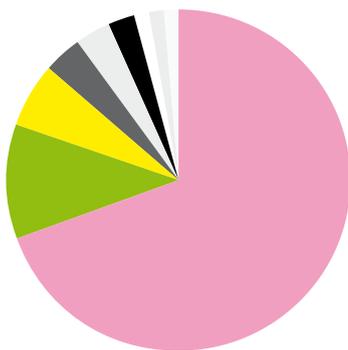
# FINANCE

## WHERE OUR MONEY COMES FROM – AND WHERE IT GOES

In the 12 months to 31 December 2011 AIUK spent £26.4 million to carry out its work. These funds were applied to the work and campaigns that we have briefly touched on in this report.

Most of our expenditure (two thirds) is allocated to campaigning and research that sustains our campaigning work.

### WHERE OUR MONEY COMES FROM



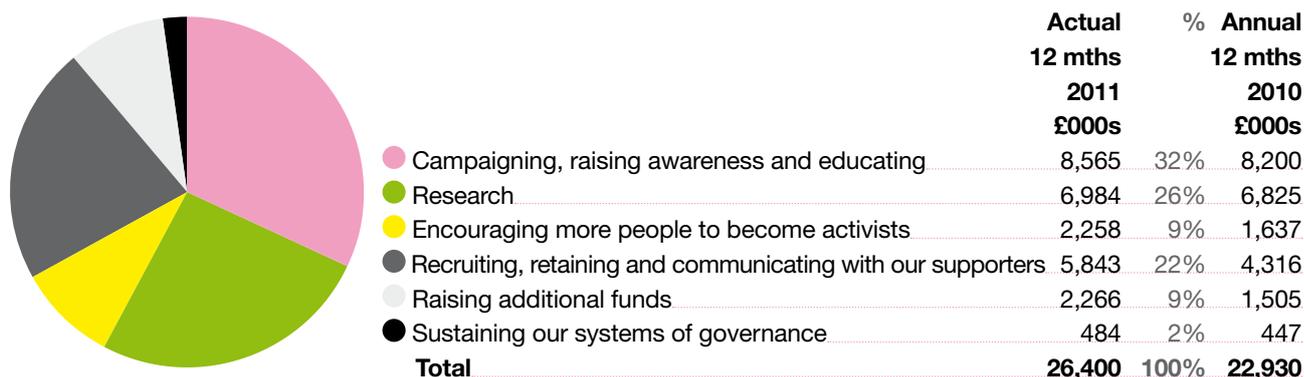
	Actual 12 mths 2011 £m	%	Annual 12 mths 2010 £m
Members and Supporters	16.5	69.6%	16.5
Legacies	2.6	11.0%	2.1
Gift Aid	1.4	5.9%	1.6
Appeals and raffles	0.9	3.8%	1.1
Community fundraising	0.8	3.4%	0.7
Shops and catalogue	0.6	2.5%	0.7
Corporate	0.3	1.3%	0.4
Foundations and Trusts	0.3	1.3%	0.5
Other	0.3	1.3%	0.1
<b>Total</b>	<b>23.7</b>	<b>100%</b>	<b>23.7</b>

Our income remained constant for 2011. We are fortunate that almost 70 per cent of our income comes from members and supporters mainly in the form of regular monthly donations. We know that many

organisations have suffered reduced income during the economic downturn and we are immensely grateful to our supporters for sustaining us during this time. We are also grateful to those who

remember Amnesty in their wills and our legacy income has formed around 10 per cent of our income in recent years. The other 20 per cent comes from a range of fundraising initiatives.

## HOW WE SPENT OUR MONEY – THE TOP LINE

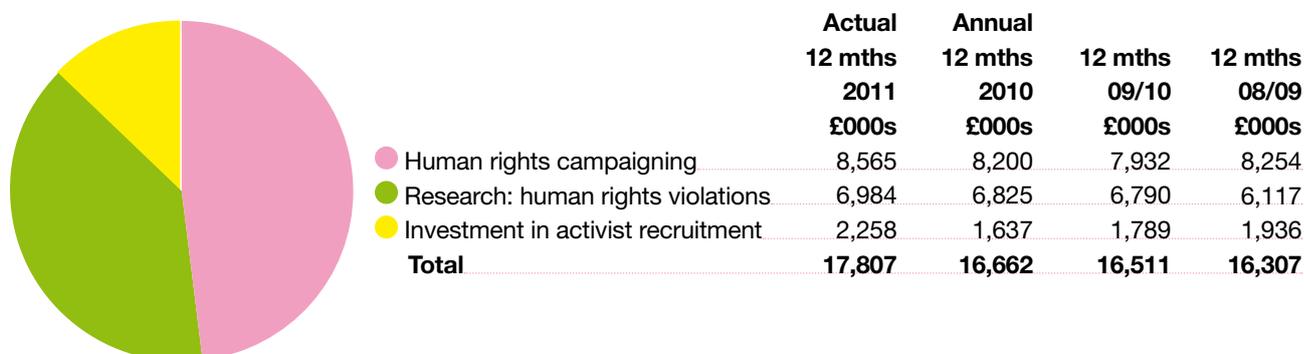


Our expenditures for 2011 reflected the challenge set by the global Amnesty movement to increase our total income by 35 per cent by 2016. This is a difficult target, but it is one we want to tackle because we recognise the need

for Amnesty to have more effective human rights impact in the global south and east. As a result we made additional investments in recruiting new supporters and activists, which was funded from surplus reserves. Another expenditure

priority was the development of a new website to allow supporters and activists to interact with Amnesty more effectively. This is a long-term development project and will continue until 2014.

## GROWTH IN HUMAN RIGHTS WORK



In 2011 we were able to increase our expenditures in these areas by £1.15 million, or almost 7 per cent. We cannot always expect to sustain

increases of this level but our commitments to ongoing investment in recruitment and retention of Amnesty supporters, as well as

other fundraising initiatives, is the driver that helps us to fund greater expenditures on human rights work in future years.

# FINANCIAL COMMENTARY

## WHAT WE PLANNED FOR THE YEAR ENDED 31 DECEMBER 2011

The main financial component of our strategic plans from 2011 to 2016 is to accept the challenge set by the global Amnesty movement to increase our total income by 35 per cent. This is a difficult target, but it is one we want to tackle because we recognise the need for Amnesty to have more effective human rights impact in the global south and east. We intend to achieve our financial commitments to the movement without undermining our ability to maintain effective campaigning work in the UK. Board meetings agreed significant investments in three main areas:

- A budget of up to £4.3 million (an initial £3.8 million and a further £0.5 million held in reserve) for the recruitment of new Amnesty International supporters and activists. This was based on the desire to grow our support base which in turn allows us to increase our future funding of human rights campaigning work throughout the global Amnesty movement.
- An allocation of £635,000 for the continuing development of a new website to allow supporters and activists to interact with Amnesty more effectively.
- An additional voluntary contribution of £300,000 to the global Amnesty movement with this being allocated towards initiatives in the 'BRICS' countries.

As a result the Board agreed a budget deficit of £3.8 million for 2011 funded from surplus reserves of £4.8 million held at the start of the year.

## PERFORMANCE DURING THE YEAR INCLUDING MAJOR EVENTS AND VARIANCES

Although our target of recruiting at least 38,000 new supporters was deliberately ambitious, we made good progress during 2011. We operated a range of recruitment initiatives and performance against plan was closely monitored during the year by Amnesty's senior management team and at regular meetings of the Board's finance committee. Close management of the programme allowed us to channel our investment towards the best performing initiatives. Despite the economic headwind, and the capacity of the recruitment agencies that we used, we were pleased with a final total of just over 32,000 new supporters. Although the recruitment programme was weighted towards the second half of the year, around 60 per cent of those new supporters began making financial contributions to Amnesty during 2011.

We made good progress on the substantial redevelopment of our website. Most of the planned costs were incurred and we are excited at the prospect of beginning to roll out the new functionality in various phases during 2012. This will make a major contribution to improved interaction between Amnesty and its activists and supporters.

We were also able to fund the planned additional contributions to the global Amnesty movement in order to develop Amnesty's presence in the global south and east.

Much of the income benefit from the 2011 recruitment programme are not

reflected in the current year because many new recruits only make their first financial contribution early in 2012. In addition, we did not meet all of our recruitment targets. This is one factor in our income for 2011 being identical (pro-rata) to that for 2010. Legacy income was substantially higher than the amount we budgeted for. Other income sources which performed well included community fundraising initiatives, and there was improved performance on our supporter appeals. However our grant and major donor income was down compared to the previous period. The bulk of our income comes from on-going subscriptions and donations from individual supporters and members. Despite difficult economic conditions this income was comparable to 2010; we are very grateful to all who contributed for their continuing support.

Although we committed to investing some of our surplus reserves to grow our supporter base, we have also been able to increase the resources allocated to human rights research, campaigning and activism. During 2011 we increased these expenditures by over £1 million compared to the pro rata-ed prior nine-month period.

Overall, we budgeted for a deficit of £3.8 million during 2011: the outcome was a deficit of £2.7 million. The main variance was an underspend on our ambitious recruitment programme because we streamlined our investments during the year to focus on the most profitable initiatives.

## BUDGET 2012 AND BEYOND

During 2012 we will continue to implement the plans based on our strategic direction for 2011-2016. This includes the substantial challenge set by the global Amnesty movement to increase our total income by 35 per cent in order to allocate more resources to the global south and east. As we intend to achieve our financial commitments to the movement without undermining our ability to maintain effective campaigning work in the UK, we will continue to allocate a similar amount of resources to that work.

In 2011 we increased our grants to the global Amnesty movement from a pro-rata figure of £6.8 million in 2010 to £7 million in 2011. For 2012 we plan to increase this to around £7.75 million although most of this increase will depend on our ability to increase our income from foundations, trusts and major donors. Overall we have set our fundraising team a demanding target of increasing our total income by about 5 per cent. Our major investment in supporter recruitment in 2011 is not sustainable but we still plan to recruit almost 16,000 new financial supporters.

The Board noted the forecast reduction in our deficit for 2011 in agreeing a budget deficit of £1.5 million for 2012. While we have endeavoured to use our surplus reserves to fund growth and maintain our campaigning work in the UK, we recognise the need to bring our finances back into balance from 2013 onwards and we will need to review our resource allocations during 2012.

## RESERVES TARGETS

As at 31 December 2011 our unrestricted free reserves stood at £5.1 million.

The target free reserves are calculated on the basis of the financial impact and probability of the significant risks identified in the risk assessment, and amount to £3.7 million.

## SURPLUS OF RESERVES ABOVE REQUIREMENT

The surplus of free reserves above target at 31 December 2011 stood at £1.4 million. (The UK Section held surplus reserves of £1.5 million and the UK Trust held a deficit on reserves of £100,000).

## RISK MANAGEMENT

Amnesty International UK works in an ever-changing environment and the organisation faces fast-moving opportunities – and risks.

For a long period Amnesty International UK has maintained a detailed formal risk register that is overseen and monitored by our Board. In building on existing operational risk management procedures, we seek to:

- strengthen the analysis of external risks and strategic risks;
- build stronger assurances throughout the organisation about risk management;
- integrate risk management into our core planning and reporting processes.

Our main risk management strategies combine planning, monitoring and review, and are overseen by the Finance Subcommittee of the AIUK Section Board.

- We have insurance cover for most business risks, including property and equipment, business interruption, personal accident and travel, charity trustees indemnity, employers' liability cover, public liability cover.
- We maintain policies to manage normal day-to-day risks, including child protection, health and safety, corporate relations, procurement, travel.
- AIUK has contingency plans for business continuity and crisis response.
- Control systems include a Project Initiation Panel with oversight of proposed project work and budgets; a Content Approval Panel responsible for communications and creative work; plus financial controls and approval processes.

We asked our internal auditors, Sayer Vincent LLP, to undertake a comprehensive review of our approach to risk management. The objectives of the review were:

- to develop a risk policy that describes our attitude to risks;
- prepare a risk register that provides our governance structure with a useful tool for understanding and monitoring the strategic risks;
- provide a framework for risk management activities by departments and teams that enables them to manage, monitor and report on operational risks.

During 2011 Sayer Vincent reported on their recommendations and we plan to implement those recommendations during 2012 throughout AIUK.

# FINANCIAL STATEMENTS

## **Independent Auditors' statement to the Boards of Amnesty International United Kingdom**

We have examined the summarised pro forma combined financial statements of the following entities for the year ended 31 December 2011:

- Amnesty International United Kingdom Section
- Amnesty International (United Kingdom Section) Charitable Trust
- Amnesty Freestyle Limited

This report is made solely to the Boards of Amnesty International United Kingdom. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Boards as a body, for this report.

## **Respective responsibilities of the Boards and auditors**

The Boards are responsible for preparing the summarised combined annual report in accordance with the basis of accounting and accounting policies included in the full pro forma combined financial statements.

Our responsibility is to report to you our opinion on the consistency of the summarised pro forma combined financial statements within the summarised annual report with the full pro forma combined financial statements and Boards Report. We also read the other information contained in the summarised annual report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summarised pro-forma combined financial statements.

Our report has been prepared in accordance with the terms of our engagement letter and for no other purpose.

## **Basis of opinion**

We conducted our work in accordance with Bulletin 2008/3 'The auditors' statement on summary financial statement in the United Kingdom' issued by the Auditing Practices Board. Our report on the organisation's full pro forma combined financial statements describes the basis of our opinion on those financial statements and combined Boards Report.

## **Opinion**

In our opinion the summarised pro forma combined financial statements are consistent with the full combined pro forma financial statements and combined Boards report of the entities as listed above for the year ended 31 December 2011.



**Don Bawtree**  
**(senior statutory officer)**  
**For and on behalf of**  
**BDO LLP, statutory auditor**  
**Gatwick**  
**United Kingdom**  
**22 May 2012**

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

**COMBINED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED  
31 DECEMBER 2011**

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Total Funds 9 mths
	Dec 2011 £000s	Dec 2011 £000s	Dec 2011 £000s	Dec 2011 £000s	Dec 2010 £000s
<b>Incoming resources from generated funds</b>					
<b>Voluntary income</b>					
Subscriptions and donations from members and supporters	16,205	249		16,454	12,375
Legacies	2,635	-		2,635	1,553
Gift Aid	1,366	-		1,366	1,169
Grants	-	189		189	278
<b>Total voluntary income</b>	<b>20,206</b>	<b>438</b>		<b>20,644</b>	<b>15,375</b>
<b>Activities for generating funds</b>	<b>2,760</b>	<b>-</b>		<b>2,760</b>	<b>2,112</b>
<b>Income from pursuit of objectives</b>	<b>253</b>	<b>-</b>		<b>253</b>	<b>200</b>
<b>Investment and other income</b>	<b>38</b>	<b>-</b>		<b>38</b>	<b>65</b>
<b>Total incoming resources</b>	<b>23,257</b>	<b>438</b>	<b>-</b>	<b>23,695</b>	<b>17,752</b>
<b>Expenditure</b>					
Cost of generating voluntary income	5,843	-		5,843	3,237
Activities for generating funds	2,266	-		2,266	1,129
<b>Total cost of generating funds</b>	<b>8,109</b>	<b>-</b>		<b>8,109</b>	<b>4,366</b>
<b>Expenditure in pursuit of objectives</b>					
Human rights campaigning	8,108	457		8,565	6,150
Research: human rights violations	6,984	-		6,984	5,119
Investment in activist recruitment	2,258	-		2,258	1,228
<b>Total expenditure in pursuit of objectives</b>	<b>17,350</b>	<b>457</b>		<b>17,807</b>	<b>12,497</b>
<b>Governance costs</b>	<b>484</b>	<b>-</b>		<b>484</b>	<b>335</b>
<b>Total resources expended</b>	<b>25,943</b>	<b>457</b>	<b>-</b>	<b>26,400</b>	<b>17,198</b>
<b>Net (deficit)/surplus for the year before revaluation</b>	<b>(2,686)</b>	<b>(19)</b>	<b>-</b>	<b>(2,705)</b>	<b>554</b>
<b>Unrealised gain/(loss) on revaluation on investment asset</b>	<b>-</b>	<b>-</b>	<b>4</b>	<b>4</b>	<b>(4)</b>
<b>Net movement on funds</b>	<b>(2,686)</b>	<b>(19)</b>	<b>4</b>	<b>(2,701)</b>	<b>550</b>
<b>Total funds brought forward</b>	<b>15,982</b>	<b>365</b>	<b>220</b>	<b>16,567</b>	<b>16,017</b>
<b>Total funds carried forward</b>	<b>13,296</b>	<b>346</b>	<b>224</b>	<b>13,866</b>	<b>16,56</b>

## COMBINED BALANCE SHEET AT 31 DECEMBER 2011

	Dec 2011 £000s	Dec 2011 £000s	Dec 2010 £000s	Dec 2010 £000s
<b>Fixed assets</b>				
Tangible fixed assets	10,459		10,768	
Investments	<u>31</u>		<u>220</u>	
		10,490		10,988
<b>Current assets</b>				
Debtors	1,968		2,160	
Cash at bank and in hand	<u>4,557</u>		<u>8,041</u>	
	6,525		10,201	
<b>Creditors: amounts falling due within one year</b>	<u>(791)</u>		<u>(1,233)</u>	
<b>Net current assets</b>		5,734		8,968
<b>Creditors: amounts falling due after more than one year</b>		(2,358)		(3,389)
<b>Total net assets</b>		<u>13,866</u>		<u>16,567</u>
<b>Reserves</b>				
<b>Restricted</b>				
Endowment	224		220	
Grants	<u>346</u>		<u>365</u>	
		570		585
<b>Unrestricted</b>				
Undesignated	5,195		8,554	
Designated	<u>8,101</u>		<u>7,428</u>	
		13,296		15,982
<b>Total reserves</b>		<u>13,866</u>		<u>16,567</u>

These financial statements are now approved by the Board and authorised for issue on  
**19 May 2012**



**Brian Landers, Treasurer**

## COMBINED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2011

	Dec 2011 £000s	Dec 2011 £000s	Dec 2010 £000s	Dec 2010 £000s
<b>Net cash (outflow)/inflow from operating activities</b>		<b>(2,434)</b>		<b>74</b>
<b>Returns on investment and servicing of finance</b>				
Interest received	38		35	
Interest paid	(138)		(149)	
<b>Net cash outflow from return on investments and servicing of finance</b>	<u>          </u>	<b>(100)</b>	<u>          </u>	<b>(114)</b>
<b>Taxation</b>				
Corporation tax paid		-		-
<b>Capital expenditure and financial investment</b>				
Maturing fixed asset investments	193		-	
Payments to acquire tangible fixed assets	(112)		(9)	
<b>Net cash inflow/(outflow) from capital expenditure and financial investment</b>		<b>81</b>		<b>(9)</b>
<b>Financing</b>				
Decrease in long term debt		<b>(1,031)</b>		<b>(165)</b>
<b>Decrease in cash</b>		<u><b>(3,484)</b></u>		<u><b>214</b></u>

# MORE ABOUT THIS REPORT

## INGO ACCOUNTABILITY CHARTER

Amnesty International is a signatory of the International NGO Accountability Charter, which outlines a common commitment to enhance transparency and accountability among various non-governmental organisations. For more information on the charter see [www.ingoaccountabilitycharter.org](http://www.ingoaccountabilitycharter.org)

## GLOBAL REPORTING INITIATIVE (GRI)

Our report seeks to meet the terms of the INGO Accountability Charter, and to comply with the principles of the Global Reporting Initiative, and the G3 guidelines. We have used these guidelines as they provide a framework for reporting on social, environmental and governance matters, and help organisations to compare themselves

with peers and track progression and improvement. This report has been assessed against the GRI application levels and assessed as meeting Application Level B.

The detailed GRI Content Index supporting our Report Application Level B is included as an Annex to our Online Annual report (see [www.amnesty.org.uk/annualreport](http://www.amnesty.org.uk/annualreport))

AIUK's policy is to apply the GRI indicators and protocols as specified. Other than the external assurance provided by our auditors in respect of the financial statements and the Application Level check conducted by GRI, AIUK has not sought additional external assurance in respect of the GRI framework.

The report's content and structure

have been defined by an Editorial Board drawn from Amnesty International UK staff. For further information about this report please contact our Transparency and Accountability Manager on [transparency@amnesty.org.uk](mailto:transparency@amnesty.org.uk)

## COST OF THIS REPORT

This report was written, designed and produced internally by staff and volunteers at Amnesty International UK Section and cost £4.72 to print based on a print run of 1,000 copies following a competitive tender.

The paper used for this report is 100 per cent post-consumer paper, certified EcoLogo, Processed Chlorine Free, FSC Recycled, and manufactured using biogas energy.

## Statement GRI Application Level Check



GRI hereby states that **Amnesty International UK** has presented its report "Annual Report 2011" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level B.

GRI Application Levels communicate the extent to which the content of the G3 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3 Guidelines.

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 14 September 2012

Nelmara Arbex, Deputy Chief Executive, Global Reporting Initiative

*The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance.*  
[www.globalreporting.org](http://www.globalreporting.org)

**Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 12 September 2012. GRI explicitly excludes the statement being applied to any later changes to such material.





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