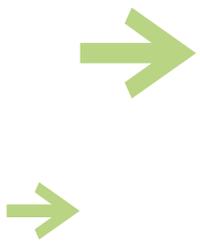




Amnesty International UK

**ANNUAL
REPORT
2010**





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

Annual report contents

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ABOUT THIS REPORT

Our annual report provides an overview of Amnesty International UK and its work from 1 April 2010 to 31 December 2010. Our last annual report for 2009-10 was published in October 2010.

This is a nine-month reporting period that coincides with our transition to the global Amnesty International reporting period that runs from 1 January to 31 December.

Its purpose is 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.uk

The Amnesty International UK student conference 2010
© Paul Pickard

Cover photo: Amnesty youth activists deliver a message to the Nigerian High Commission
© Marie-Anne Ventoura

FROM THE CHAIR INTRODUCTION

NEW THINKING, NEW ENERGY

This Annual Report comes as my two terms as Chair and Board member of AIUK draw to a close. The report accounts for Amnesty International UK's most recent progression to an exciting juncture in 2011 – outlining the achievements and the challenges ahead. We have a new global leadership in place, new thinking and new energy on the cusp of our 50th birthday in 2011. We also have the development of a bold and compelling strategic direction for AIUK and the movement as a whole.

Before turning to the report, I'd like to take this opportunity to highlight some of the many things that have made me proud during my last six years on the Board.

Take, for instance, our work on the Stop Violence Against Women campaign. Together we helped found and took part in a coalition that persuaded the UK government to back a strategy to combat violence against women. With others, we successfully campaigned for improved domestic violence legislation in the Balkans.

Persistent campaigning has meant that slowly but surely, the idea of an international Arms Trade Treaty has changed from being a pipe-dream into something that will actually happen. Now we must ensure it's the right kind of treaty.

As a dyed-in-the-wool trade unionist, I've been especially pleased to see the memorandum of understanding signed with the Trade Union Congress. With the International Union of Foodworkers, we also mobilised multi-national union support to demand that the Zimbabwean government respects landworkers' rights and to demand the safety of union leader Gertrude Hambira.

Our goals for the next five years are fundamentally about growth. Growth in terms of increasing supporter numbers and income by six per cent per year, to support reach into new areas of the world such as Brazil, Russia, China and South Africa. It's a challenging agenda in the current economic climate and this report serves as a useful stock-take of the hurdles we'll encounter.

Amnesty International UK is well positioned to support these goals. The past year saw us successfully test new integrated campaigning approaches that reinforce linkages between campaigners and fund-raisers – for example, in Burma and regarding Shell. We also learned valuable lessons from managing complex projects including IT, thus highlighting the need to ensure that we manage risks to support a sustainable approach to recruitment and retention.



© Marie-Anne Ventoura

There are risks ahead for us as a movement. The biggest risk is that in an ever faster-paced world, we fail to seize opportunities to test and try new approaches, or to build our campaigning and fundraising competence. One of our major assets is the energy, enthusiasm and commitment of Amnesty International people. To grow in these straitened times we need to channel that combined energy of our supporters, members, activists, partner organisations, volunteers and staff in an ever-more seamless manner for greater impact.

The achievements and challenges outlined in this report provide the foundations for the course we have charted for Amnesty International UK in our Strategic Directions 2011-16. That strategy draws on a new and exciting agenda ahead globally for the movement.

As I prepare to step down after many rewarding years on the Board, I'm confident that there is much to inspire us and much to hope for in the years ahead.

A handwritten signature in black ink, consisting of a large, sweeping loop followed by several vertical strokes.

Tom Hedley
Chair, Board of Directors,
Amnesty International UK Section
Trustee, Amnesty International UK Trust

FROM THE DIRECTOR

2010 THE YEAR IN REVIEW

A defining characteristic of Amnesty is our constant energy to campaign for change. This energy is powered and sustained by all our individual supporters, members and activists – at least 224,000 in the UK alone, more than 3 million across the globe.

Campaigning can seem a long hard haul. But there are always special affirming moments. There were many in the nine months covered by this report; one in particular stands out for me. In November, I was privileged to be with about 40 Burma solidarity representatives and exiles to speak by phone to Aung San Suu Kyi, days after her release. She endured house arrest for more than 15 of the past 21 years. To hear her and to talk with her was one of the most inspiring moments of my life – albeit overshadowed by the knowledge that more than 2,200 political prisoners remain in detention in Burma.

Our local, student and youth groups, as well as individual supporters, have shown solidarity with the ordinary people of Burma for years. Their commitment gave us the platform to intensify our campaigning last year around Burma's elections. The campaign brought innovation, eagerly embraced by our activists, in a practical project to buy and distribute radios to ethnic minority communities in rural eastern Burma.

Increasingly, we work with community organisations and in coalitions with other NGOs, locally and internationally. We have developed this in our poverty and human rights campaign, supporting AI Kenya in running training workshops for residents facing forced evictions. AIUK supported a new globally coordinated system of rapid response to threats of forced evictions, twice averting evictions in Accra, Ghana.

Mass emailing, social networks and blogging galvanised supporters to push Shell to 'come clean' on the massive environmental damage caused by its operations in the Niger Delta. More than 2,000 people responded to our call to fund newspaper ads on the day of Shell's AGM. This reinforced campaigning by activists outside petrol stations around the country.

Our groundbreaking Stop Violence Against Women campaign ended in Autumn 2010. Six years ago we set out to challenge attitudes that tolerate and normalise violence against women, and to change policy and practice in clear, targeted ways. During 2010, the campaign helped to achieve a permanent solution for women in the UK on spousal visas who have been trapped in domestic violence because of the 'no recourse to public funds' rule, denying them emergency refuge. Attempts to change the 'no recourse' rule began under the previous Labour government; the new Conservative-Liberal Democrat coalition government has completed the process.



Kate Allen (right) with a resident of Hamyir, a West Bank village, December 2010 © AI

The wave of uprisings in the Middle East and North Africa earlier this year left me spellbound. They raised hopes for improved human rights in the region – and held out the danger of a violent backlash. As 2011 unfolds, it seems certain that this region will remain at the forefront of our human rights campaigning.

Salil Shetty, Amnesty International's new secretary general, took the helm in June 2010. Formerly director of the UN's Millennium Campaign, Salil is inspired by our huge democratic membership. 'The only way you get political change is by people getting organised and raising their voices,' he said. 'That activism, that push from the bottom up, is central to any change.'

As Salil Shetty has noted, we are at our most effective when we combine the power of good argument with the power of people. That's what we've done to great effect in 2010 – and what, with our 50 years of experience and achievement behind us, we will keep on doing for the challenges ahead. Thank you for all your support.

A handwritten signature in black ink that reads "Kate Allen".

Kate Allen
Director, Amnesty International UK Section

AMNESTY INTERNATIONAL UK WHO WE ARE

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.

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 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



Torture: In 2010 Amnesty International documented specific cases of torture and other ill-treatment in **98 countries**

Refugees and displaced people: At the beginning of 2010 **42.3 million people** had been uprooted by conflict and persecution (*UNHCR*)

The death penalty: In 2010
→ at least **23 countries** carried out executions
→ at least **67 countries** imposed death sentences
(*Amnesty International*)

Maternal health: In 2008 **358,000 women** died in pregnancy or childbirth (*WHO*)

War: **Seventeen major armed conflicts** were active in 16 places around the world (*SIPRI, 2009*)

Informal settlements: Between 1990 and 2010 the number of people living in slums in developing countries increased from **657 million to 828 million** (*UN Habitat*)

Freedom of expression: In 2010 **57 journalists** were killed and **145** imprisoned (*Reporters without Borders*)

Gender inequality: Only **16.2 per cent** of parliamentary seats worldwide were held by women in 2008 (*UNDP*)

OUR HISTORY 50 YEARS IN THE MAKING

How Amnesty began...

On May 28 1961 an article by a British lawyer Peter Benenson entitled 'The forgotten prisoners' was printed in *The Observer*. Benenson later described how his action had been inspired by the story of two Portuguese students who were imprisoned for drinking a toast to freedom – at a time of dictatorship and repression in Portugal. He felt that individuals coming together could take action and make a difference. His article called for an international campaign to protest against the imprisonment of men and women for their political or religious beliefs.



Appeal for Amnesty...

Peter Benenson's idea was originally a one-year 'Appeal for Amnesty' campaign for prisoners of conscience. The response was immediate. Newspapers in other countries published the appeal, the letters started to arrive. Within eight weeks, there was a meeting in a Luxembourg cafe attended by delegates from Belgium, France, Ireland, UK, USA and Switzerland. This started the Amnesty International movement.



© AI

The first Amnesty group was set up in Hampstead, London and by the end of 1961 there were 11 Amnesty groups worldwide. In 2011 Amnesty International celebrates its 50th year with more than 3 million members and supporters worldwide. They are young and old, and come from every culture, race and creed. They are united for human rights, and against injustice. And they all know that people can make a difference and that human rights belong to everyone, everywhere.

Our members and supporters...

- Amnesty International UK section has 224,571 supporters.
- The Amnesty International movement has over 3 million members, supporters and activists from across 150 countries around the world.



ACHIEVEMENTS IN 2010



RADIOS FOR BURMA

We delivered 4,000 radios to villagers in Burma and raised funds to purchase another 10,000 radios for delivery in 2011. This gives thousands of people access to independent news and information.



© Burma Issues

FORCED EVICTION IN GHANA

Using a coordinated rapid response effort, thousands of Amnesty supporters in the UK and round the world managed to avert the forced eviction of a community in Accra, Ghana – for the time being.



END VIOLENCE AGAINST WOMEN

In November 2010 Home Secretary Theresa May issued a paper outlining government plans to ensure victims of sexual and domestic violence are given support and offenders are brought to justice. In Wales, the Welsh Assembly began implementing the national strategy on violence against women (*The right to be safe*), that we lobbied for in the previous year.

INDIVIDUALS AT RISK

Ethiopian politician Birtukan Mideksa was freed from prison in October 2010 after serving 21 months of a life sentence (see page 27) after we ran a sustained campaign for her release. We campaigned on 53 other long-term cases and took action on 250 new urgent cases of individuals at risk, as well as following up on cases from previous years.



© AI

ARMS CONTROL IN 2010

After years of massive campaign effort, we have persuaded the UN General Assembly that the world must have an international Arms Trade Treaty. Preparations are under way for a negotiating conference in 2012. Our Control Arms coalition is working to ensure the treaty will be strong and effective.



HUMAN RIGHTS WORLDWIDE

The UK Section is the third largest contributor to the Amnesty International movement's global work. We gave £5.1 million in the nine months to 31 December.



CORPORATE ACCOUNTABILITY

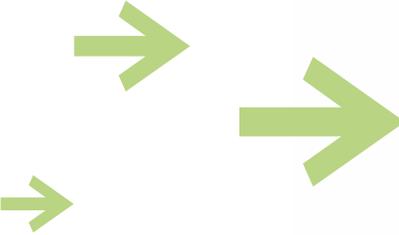
Following our campaign, the Indian government refused clearance for Vedanta Resources to set up a bauxite mine and expand a refinery. Both projects threatened the rights of local communities.

TORTURE INQUIRY

We kept up the pressure for a proper investigation of UK complicity in the torture of terrorism suspects overseas, and in May 2010 the government finally announced the setting up of the Detainee Inquiry.

Guards and prisoner at Guantánamo Bay © USDoD





The UK Section is the third largest contributor to the Amnesty International movement's global work

IN NORTHERN IRELAND

Amnesty International campaigned successfully for an inquiry into historical institutional child abuse in Northern Ireland. In early 2011, Amnesty will engage with the inquiry taskforce and continues to support the victims' call for justice.



CLEANING UP SHELL

The oil giant Shell committed to publish specific information on its effects in the Niger Delta as required by law. While they have started to publish some documents, there is still much they are keeping secret. Amnesty stepped up public pressure on Shell with newspaper adverts (below) and an advertising van targeting Shell's AGM in London and The Hague.

**WHILE SHELL TOASTS
\$9.8 BILLION PROFITS,
PEOPLE OF THE
NIGER DELTA ARE
HAVING TO DRINK
POLLUTED WATER.**



CHEERS.



READ AMNESTY'S REPORT ON HOW SHELL IS FAILING IN ITS BUSINESS PRINCIPLES IN THE NIGER DELTA AT WWW.AMNESTY.ORG.UK/SHELL
THIS ADVERTISEMENT HAS BEEN FUNDED BY 2,104 CONCERNED MEMBERS OF THE PUBLIC.

OUR PRIORITIES IN 2010

For the nine months from 1 April to 31 December 2010, AIUK set four high-level priorities in our Operational Plan. They were:

- To pursue human rights change through campaigning and awareness-raising activities
- To play our full part in the development of OneAmnesty (a project to make the global Amnesty movement more effective through stronger collaboration and coordination)
- To set the building blocks for our future (supporter base and financial resources)
- To strengthen AIUK's accountability and internal operations.

CHARTING OUR PROGRESS AGAINST THE 2010 PRIORITIES

Amnesty International campaigns for human rights change and in many cases we keep a campaign going as long as is necessary to achieve that change. Often, progress comes only after years of sustained effort. But in some cases we can see progress in the past year. Our performance against selected key commitments in our 2010 Operational Plan is reported here.

TO PURSUE HUMAN RIGHTS CHANGE THROUGH CAMPAIGNING AND AWARENESS-RAISING ACTIVITIES

On **FORCED EVICTIONS** we said we would...

Develop a rapid response mechanism to oppose forced evictions and to work with Amnesty International Kenya on an end to forced evictions in the country.

Current status: In progress. Rapid response mechanism established and used to prevent forced eviction in Ghana December 2010; work with Amnesty Kenya continues (see page 10).

On **CORPORATE ABUSE** we said we would...

Expose and end severe negative impacts of UK-listed companies operating in other countries (specifically, Shell and Vedanta).

Current status: In progress. Following exposure of abuses in Niger Delta, Shell promised to publish documents on its impacts and has begun this process (see page 17); Vedanta's alumina projects threatening communities in Orissa halted (see page 18).

On **ACTIVISM** we said we would...

Ensure AIUK election messages are picked up in the campaigns of the main political parties, through activist engagement as well as Westminster lobbying; ensure that new MPs are contacted by AIUK; and engage

effectively with the new UK government.

Current status: Achieved. 5,304 Amnesty supporters emailed parliamentary candidates; 40 per cent of candidates responded to online action; 37 per cent of new MPs recalled contact with Amnesty International in constituency in preceding six months.

On **INDIVIDUALS AT RISK** we said we would...

Campaign for positive outcomes on up to 50 long-term cases, reporting the outcomes on up to 35 cases to supporters at least once during the year and mobilise the Urgent Action (UA) network on 100 per cent of UAs issued by the International Secretariat, experimenting with enhanced urgent action activity on at least 10 cases.

Current status: Achieved. Campaigned on 54 long-term cases, reported outcomes on more than 35 cases, with both positive and negative outcomes; mobilised UA network on 100 per cent of UAs issued, with enhanced activity on 20 cases (see page 26).

On the **DEATH PENALTY** we said we would...

Help to secure an additional five countries to support (or abstain from) the UN General Assembly vote for a global moratorium on the death penalty.

Current status: Achieved. Bhutan and Togo abstained in moratorium vote 2008, supported moratorium 2010; Maldives and Mongolia opposed 2008, supported 2010; Comoros, Nigeria, Solomon Islands and Thailand opposed moratorium 2008, abstained 2010.

On **BURMA** we said we would...

Increase our campaigning work on Burma to expose and oppose human rights violations in the lead-up to the elections.

Current status: Achieved. Campaign focused on political prisoners and freedom of expression (see page 12).

On **HUMAN RIGHTS EDUCATION** we said we would...

→ Develop an Autumn Term Schools Pack on the death penalty that reaches 90 per cent of UK secondary schools, 50 per cent of which report having used it (or are intending to use it) and to develop this project in concert with Amnesty International's Beirut office for work in the Middle East and North Africa region.

→ Develop and deliver high quality training for HRE, reaching 120 secondary teachers in England and Scotland.

Current status: Partly achieved. 96 per cent of UK secondary schools received pack, but no cost-

effective mechanism in place for measuring how many used it; Arabic version of pack produced for Beirut office; Amnesty teacher training sessions reached 106 secondary teachers and 475 trainee teachers.

TO PLAY OUR FULL PART IN THE DEVELOPMENT OF OneAmnesty

To **IMPROVE GLOBAL COORDINATION** we said we would...

Play a leading role in the Interim Global Management Team, Fundraising Service Line, Global Communications Group, Assessment to Distribution and Gender taskforces and a contributing role in other groups.

Current status: Achieved. Director of Amnesty International UK is a member of Global Management Team, which set priorities for work outlined in global movement's Integrated Strategic Plan. We also had a major impact in the fundraising, global communications, financial distribution and gender taskforces.

TO SET THE BUILDING BLOCKS FOR OUR FUTURE

To **strengthen our SUPPORTER BASE** we said we would...

Invest in our marketing to strengthen our support base for the future and achieve 29,000 new financial supporters by December 2010 and to maintain our retention rate at 85 per cent, increasing our supporter numbers from 225,000 to 227,000.

Current status: Partly achieved. 224,541 supporters at 31 December 2010; retention rate ahead of target at 87 per cent (see page 35).

To **strengthen our FUNDRAISING** we said we would...

Undertake activity to raise £546,000 in additional giving through appeals and raffles, and reclaim £893,000 in Gift Aid; raise £413,000 from community fundraising through a range of sponsorship challenges, local, student and youth groups and social fundraising events; and £334,000 through our bookshops and product sales.

Current status: Achieved. Targets exceeded in all four areas (see page 36).

TO STRENGTHEN THE ACCOUNTABILITY AND INTERNAL OPERATIONS OF AIUK

To **streamline our DATA ON CURRENT AND POTENTIAL SUPPORTERS** we said we would...

Complete the implementation of the MASCOT project to improve our administration and supporter communications, by December 2010.

Current status: Achieved. Integrated database known as MASCOT delivered on time and to budget (see page 50).

To **make more efficient and effective use of NEW MEDIA** we said we would...

Develop the use of new media as an integral part of our work including the relaunch of the AIUK website, with the provision of groups' tools and supporter self-service functionality by fourth quarter of 2010.

Current status: Not achieved by December 2010 (see page 48).



OUR HUMAN RIGHTS WORK



Amnesty International is a campaigning organisation, working to achieve specific changes with direct impact on people's lives. Our campaigns are supplemented by human rights education and awareness-raising work, seeking to build understanding of human rights in a wider society beyond our committed base of supporters.

We campaign to change the policies and behaviour of powerful people in powerful organisations – governments, corporations, police and prison authorities, intergovernmental bodies and armed opposition groups. Many of the changes we seek require long-term, sustained effort to achieve. A campaign takes place in a constantly changing world: we must adjust and react to new events, risks and opportunities. Increasingly, we campaign in national and global coalitions or with partner organisations, pooling skills and resources for greater impact.

Our campaigns are built on evidence from Amnesty's independent research. This provides the starting point for policy analysis and strategy. Campaigning involves both publicity work and mobilisation of supporters to build pressure for change – alongside high-level lobbying, often on technical details of policy.

The diagram on the right illustrates how the strands of activity work together, using the example of the global campaign for an international Arms Trade Treaty (ATT). The process of developing a global agreement is a long one. As each step is achieved, we adjust our strategies and shift the emphasis given to particular activities.

The campaign was launched in 2003 by Amnesty with partner organisations Oxfam and the International Action Network on Small Arms. Our research showed that failure to control the trade in arms, particularly small arms and light weapons, fuels human rights abuses and poverty around the world. To convince governments, we presented hard evidence, sound arguments and widespread public support. We mobilised our global activist networks and our 'Million Faces' petition was presented to the UN in 2006.

The UK government supported the call for a treaty, helping to win over other states. In 2006 the UN General Assembly (UNGA) agreed to consider an international ATT; our strategy shifted to arguing for a robust and comprehensive treaty.

The campaign continues: read more on page 21.

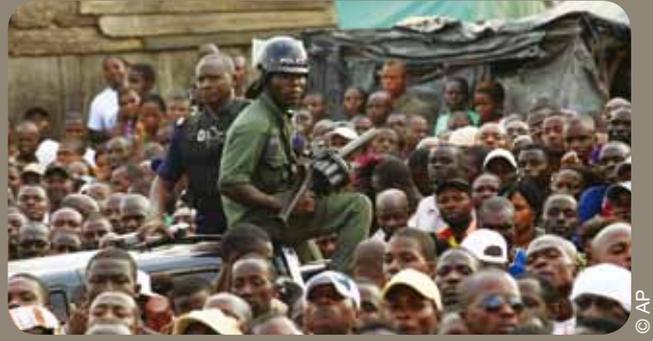
HOW WE CAMPAIGN – THE CASE OF THE ARMS TRADE TREATY



The poorly regulated global trade in conventional arms and ammunition has an enormous human cost

KEY

- RESULTS
- RESEARCH
- CAMPAIGNING
- LOBBYING
- WORLD EVENTS



© AP

WHAT'S THE PROBLEM?
Irresponsible arms trade is a major threat to human rights

WHAT DO WE WANT?
Regulated controls over access to armaments

HOW DO WE ACHIEVE THAT?
Establishing an international Arms Trade Treaty (ATT)

2006
UNGA agrees to start work on ATT

2006-2009
Campaign to keep UN process moving towards a treaty

2009
UNGA formally adopts negotiating process

2010
Our campaign emphasis focuses on getting a strong treaty

NOW
Increase public pressure on government

2012
Strong ATT adopted

Enforcement of the ATT

Loobbying UK and other UN members

UK agrees to support ATT

Iraq war increases space for lobbying on arms

Loobbying UK for strong treaty

Obama election changes US policy

Loobbying UK and UN preparation meetings

Popular uprisings in Middle East and North Africa – and violent responses – highlight the impact of the arms trade

Burma campaign

IN BURMA:



Burma's military government is responsible for severe and systematic human rights violations against its own people, yet often appears almost impervious to internal or external pressure. Facing a broad-based and popular political opposition led by activists from ethnic minorities as well as the majority Burman population, it has maintained its power since 1962 by armed force, ruthless suppression of its critics, and tight control of written and broadcast information. The country's most powerful neighbours, India and China, seem more interested in selling arms to the junta than in promoting human rights, while its fellow members of the Association of South East Asian Nations (ASEAN) have often been reluctant to criticise.

Amnesty International has worked to free political prisoners in Burma since the 1960s. But although this has been a popular cause with our members, we have had only limited success. In 2010 Burma's first election in 20 years provided a reason and an opportunity to galvanise international concern.

For the military government, the 2010 election was an attempt to assert its legitimacy in the eyes of the world, so international reaction would matter. The ASEAN countries, China and India

wanted the elections to look 'free and fair', and not to result in widespread civil unrest and repression. Because of this, Amnesty International saw potential for persuading these allies and neighbours to put greater pressure on the military government than the West has been able to.

Moreover, we feared a surge in repression. In the previous election, in 1990, relatively open campaigning and voting led to the opposition winning the poll – the military simply ignored the result and stayed in power. But this experience made it unlikely that the military would allow its opponents to campaign freely again. A tighter clampdown on freedom of expression, association and assembly could be expected, perhaps followed by brutal repression if the election provoked civil unrest.

The elections were also an opportunity to remind the world of Burma's many prisoners of conscience, held for organising peaceful protests or for expressing their opinions in print or online.

Our aim was for the international community to recognise that Burma's people, political opposition and activists should be free to express their opinions, gather peacefully and participate openly in the 2010 election. We called for restrictions on freedom of expression, association and assembly to be lifted, for prisoners of conscience to be released, and for restrictions on independent journalists to be removed.

Our objectives for April-December 2010 were:

- To increase protection for human rights defenders, activists and journalists in Burma, and to support their work to expand freedom of expression and information in the country
- To improve conditions of imprisonment for, and secure the release of, specific prisoners of conscience: members of the 88 Generation Students Group, three Karenni youth activists, and opposition leader Aung San Suu Kyi.

The central theme of the campaign was freedom of expression. It is a basic human right and a crucial element in any fair electoral process. It is also a right routinely violated by the Burmese government when it censors the media and arbitrarily imprisons people for expressing their views.

SUPPORTING BURMESE HUMAN RIGHTS ACTIVISTS

Our activities to support Burmese human rights activists focused on two groups: community-based organisations serving ethnic minority areas of Burma, and journalists based both inside and outside the country.

BURMA CAMPAIGN
Amnesty campaigner Verity Coyle
with radios © Reuben Steains

Below: Burma campaign materials

Support for Burma

For ethnic minority groups in rural Burma, Burmese civil society organisations based just across the border in Thailand and China provide a crucial link with the outside world. These include women's, youth, and human rights groups whose activists travel regularly into Burma to support their communities and document human rights violations perpetrated by the Burmese military and armed groups. These organisations told us that in 2008, when the Burmese government held a constitutional referendum, it crushed any attempt to educate people about their right to vote yes or no. They expected the same to happen in the 2010 election. Radio provided an effective way of informing people about their rights, but few people could afford radios.

Providing radios to rural communities would expand their access to independent media, help human rights activists in the border areas to pursue their work, and expand the audience for Burmese journalists broadcasting from outside the country. We launched an online appeal – using email, social media and blogs – to raise £50,000 to buy and distribute radios for people in rural areas. The appeal quickly surpassed its target. Our partner organisations distributed 4,000 radios in October 2010. They estimated that each radio would have an average of 12 listeners, so the first consignment would benefit nearly 50,000 people.

A second phase of the project, beginning at the end of 2010, raised funds to buy and distribute a further 10,000 radios in a wider range of areas. These are being delivered throughout the summer of 2011.

No major safety problems were reported, but our partners outlined certain logistical challenges, including:

- transporting large numbers of radios unnoticed over the Thai-Burma border;
- the danger of passage through army-controlled roads, where all sides have planted landmines (the use of satellite and mobile phones, funded by Amnesty, was key in overcoming this);
- the need to select and procure a type of radio which would not attract authorities' attention or provoke a crackdown on villagers;
- the timing of the project's first phase during harvest meant few villagers were available to help distribute the radios.

Response from villagers, reported to us by our partner organisations, was overwhelmingly positive. Villagers could now hear about the elections and the other major event in Burma in the autumn – Aung San Suu Kyi's release from house arrest.



STAND UP TO THE JUNTA

PROTECT THE HUMAN
www.amnesty.org.uk/burma

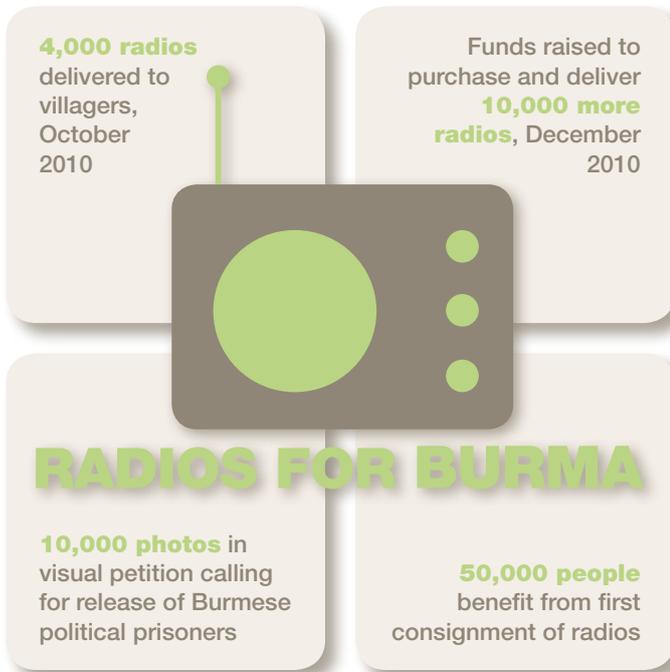
THIS LEAFLET IS BANNED

POLITICS, ECONOMICS, RELIGION, SOCIAL AND FOREIGN AFFAIRS MAY NOT BE DISCUSSED IN THIS BAR

TALKING TO ME COULD GET YOU ARRESTED
www.amnesty.org.uk/burma

ALL CONVERSATIONS MAY BE MONITORED

STAND UP TO THE JUNTA PROTECT THE HUMAN
www.amnesty.org.uk/burma



seek support for people imprisoned for exercising their right to freedom of expression. Our flagship comedy event at the 2010 festival publicised a call for the release of the Burmese comedian Zarganar, who is serving a 35-year prison sentence for criticising the Burmese government’s mishandling of the disaster response after Cyclone Nargis struck the country in 2008. At least 1,000 members of the audience (of 1,211) signed action cards calling for Zarganar’s release. The venue also hosted an exhibition of James Mackay’s photos.

Our urban art exhibition at the festival featured six Scottish artists creating visual representations of freedom of expression. They opened it with a live graffiti performance highlighting the 88 Generation Students. The exhibition was held at a busy outdoor site and at least 8,000 people saw it.

Amnesty activists’ public awareness-raising actions included stalls, photo petition, film nights, festivals and exhibitions.

In spite of the scale of support for our campaign, we did not see increased protection for human rights defenders and journalists, improved conditions for prisoners or change in attitudes of Burma’s allies.

The Amnesty Media Awards

Meanwhile, in the UK, Burma’s independent media was given a collective award at the Amnesty Media Awards 2010: the Special Award for Journalism Under Threat. News of the award ceremony was broadcast into Burma via the Oslo-based independent broadcaster Democratic Voice of Burma (DVB) and Radio Free Asia. With its reporters inside Burma, DVB is a rare source of authoritative information about events in a closed country. As DVB journalists were in London for the awards ceremony, we took the opportunity to set up meetings with UK media and the Foreign and Commonwealth Office.

CAMPAIGNING FOR POLITICAL PRISONERS

Our campaigning for release of political prisoners built on the work of photographer James Mackay, who had produced a series of photographs of Burmese former political prisoners with the name of a current political prisoner written on their hand. We collected a photo petition of 10,000 people, each raising a hand bearing the name of a Burmese prisoner of conscience, to demonstrate the wide concern for human rights in Burma. The signatories included senior politicians from the three main UK political parties, as well as trade union leaders, artists and Archbishop Emeritus Desmond Tutu.

We also took the campaign to the Edinburgh Festival: the world’s biggest arts festival is clearly an appropriate place to

CAMPAIGNING IN THE INTERNATIONAL ARENA

At the start of 2010 the European Union, ASEAN and the UN Security Council were split in terms of their approach to the Burmese authorities. Within the EU, France and Germany had reduced their pressure in pursuit of increased trade.

As well as building public pressure on governments through the photo petition, Amnesty International lobbied the UK government to take a strong position in international forums.

Deputy Prime Minister Nick Clegg raised the issue of political prisoners at the 43-nation Asia-Europe Meeting summit in October. The petition was also presented to the ASEAN summit in the same month.

By October there was a mixed response from regional governments at the Asia-Europe Meeting (ASEM) summit where the photo petition was presented. Some ASEAN states did strengthen their criticism of the Burmese authorities.

BACKING HUMAN RIGHTS DEFENDERS

Although our campaign had little direct impact on the Burmese authorities, it gave practical and moral support to Burmese human rights activists and independent journalists.

BURMA CAMPAIGN

James Mackay photographed 160 former Burmese political prisoners, including the journalist and dissident U Win Tin, depicted bearing Aung San Suu Kyi's name. The photographs inspired Amnesty's solidarity action, including photos of Chris Ecclestone and Nick Clegg. (Additional photographs Amnesty International)

In Burma, the radio project helped break through the government's information blockade, by giving rural people access to a wider view of their country and the outside world.

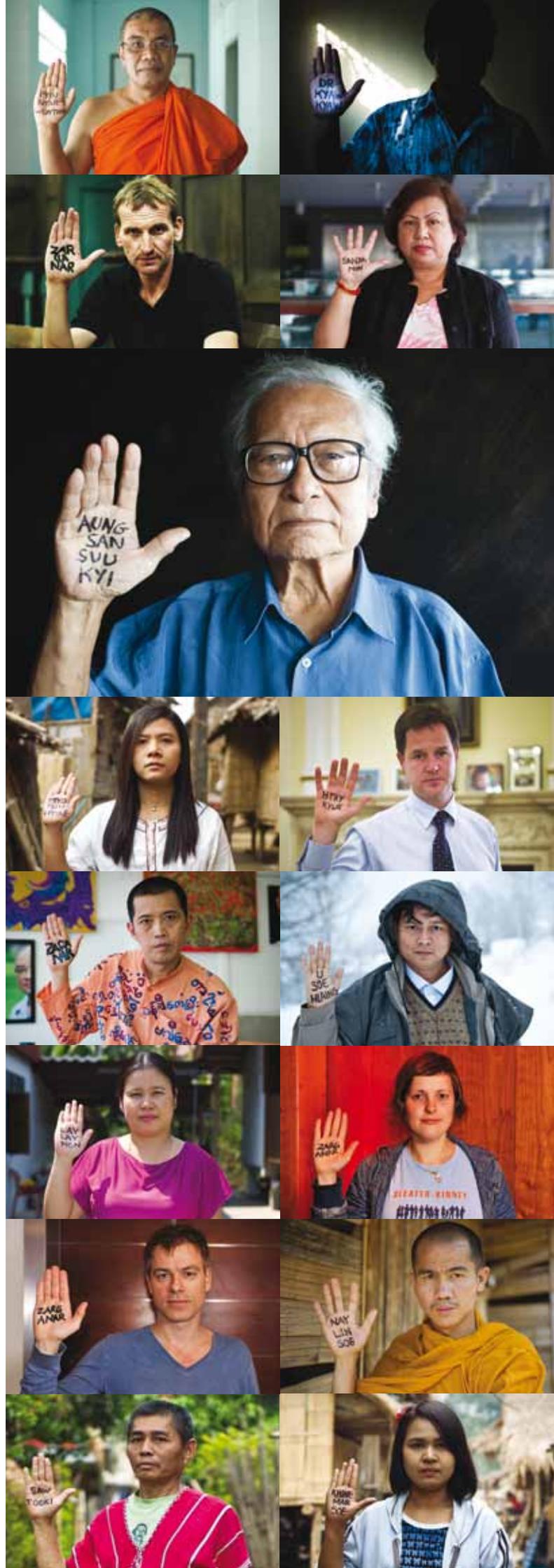
The electoral rules prohibited most forms of opposition campaigning activity, and prevented the best-known opposition party (Aung San Suu Kyi's National League for Democracy) from taking part. The release of Aung San Suu Kyi, who has spent more than 15 of the past 21 years under house arrest, came shortly after the elections and provided a huge boost to the spirits of campaigners. However, it was a reminder of how much remains to be done in Burma, where more than 2,200 political prisoners are still in jail including members of the 88 Generation Students Group and three Karenni youth activists.

NEXT STEPS

The November election made Burma a special focus for Amnesty International UK in 2010. In line with the strategy mapped out for the year, resources for our Burma campaign were scaled back at the end of the year. However, our work on behalf of political prisoners and our campaign to establish an international commission of inquiry into war crimes and crimes against humanity will continue into the foreseeable future.

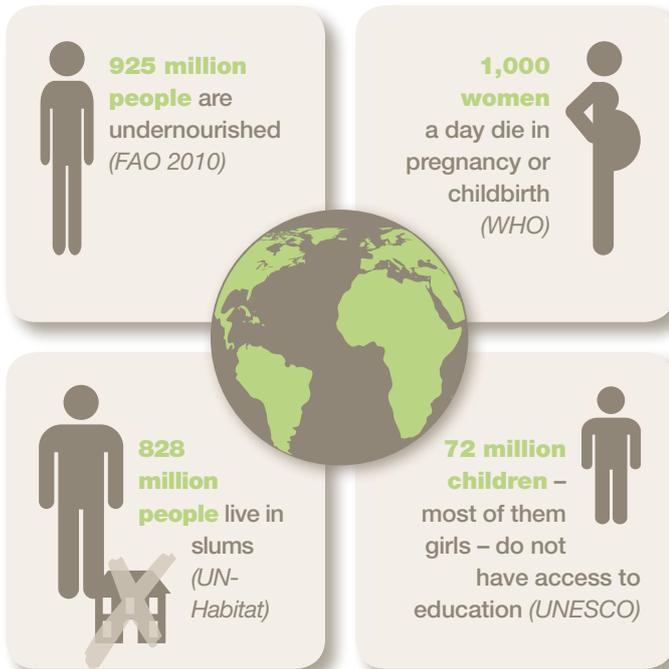
DEVELOPING OUR APPROACH TO CAMPAIGNING

In April-December 2010 we had successes with our integrated approach to fundraising and campaigning. So, for example, as part of our campaign for freedom of information in Burma, we asked supporters for funds to purchase and deliver portable radios to villagers. This approach has strengthened our campaign strategy, planning and monitoring processes.



Poverty and Human Rights campaign

AROUND THE WORLD...



Poverty is an enduring reality in all countries of the world and is likely to deepen, and to affect more people, with climate change and economic recession.

Amnesty International believes that poverty is not natural or inevitable. It is the result of decisions made by people with power – in governments, in companies and in international organisations. Nor is poverty simply an economic issue. People living in poverty are denied their rights to basic services such as health, education, water and sanitation; their homes and livelihoods are insecure and they are exposed to physical violence; they face discrimination in many areas of life, including employment; and their civil and political rights are denied or restricted. It is this combination of deprivation, insecurity, exclusion and powerlessness – a series of violations, not only of economic, social and cultural, but also civil and political rights – that keeps people poor. Poverty is a human rights issue.

Tackling poverty, therefore, means addressing human rights, as well as addressing economic issues. It means holding

governments, companies and international institutions accountable for complying with international human rights standards; establishing legal mechanisms that enable marginalised people to claim their rights; and above all ensuring that people who live in poverty can participate actively in the decisions and processes that affect them.

Demand Dignity, our poverty and human rights campaign, is a way of putting into action Amnesty International's commitment to the universality and indivisibility of all human rights – economic, social and cultural, as well as political and civil rights.

Strategy and approach

The campaign seeks to end the complex human rights abuses that drive and deepen poverty. This requires a wide-ranging programme of research, campaigning and advocacy at many different levels, with many different partners.

A key goal of the campaign is to ensure active participation in decision-making by those affected by the decisions.

Amnesty International UK's work on poverty and human rights includes:

- research, campaigning and advocacy to hold corporations to account
- campaigning and advocacy on living conditions in 'slums' or informal settlements
- campaigning and advocacy for maternal health and sexual and reproductive rights.

HOLDING COMPANIES TO ACCOUNT

States are not the only entities responsible for observing human rights. Companies are responsible for human rights abuses associated with their business operations, whether the abuses are carried out directly by the company, or they contribute to abuses perpetrated by a host government or subcontractor. At present, however, the obligations and standards applicable to companies are less clear and enforceable than those required of states.

Businesses have been complicit in a range of human rights abuses, ranging from forced labour and repression of trade unionists to forced evictions and disregard for the life and health of local communities. Poor people in developing countries bear the brunt of corporate bad practice.

The UK is a key player in the global economy and many companies registered in this country operate overseas. But although the UK has numerous mechanisms for holding

**DEMAND DIGNITY CAMPAIGN:
Shell/Vedanta**

A gas flare burns in the Niger Delta
© Kadir van Lohuizen/NOOR

Below: Shell and Vedanta campaign materials

companies to account for their human rights impact at home, these do not apply to the same companies' activities abroad.

Strategy and approach

The aim of our campaigning work is to strengthen the international and UK regulatory framework for holding companies accountable for their human rights impacts. Our main objective for April-September 2010 was:

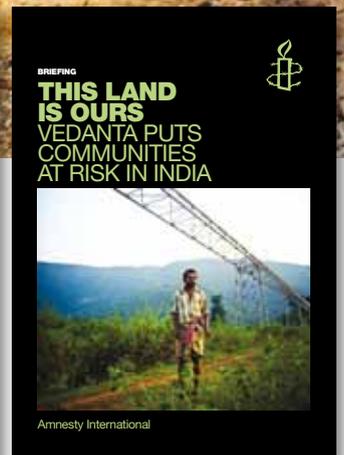
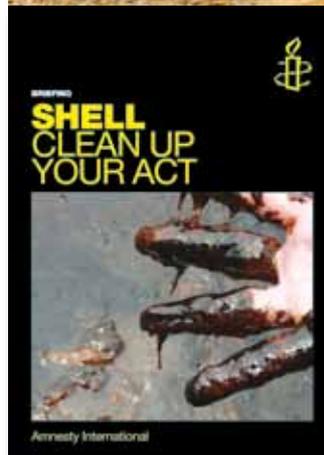
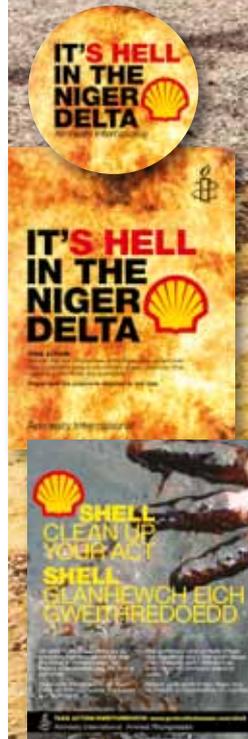
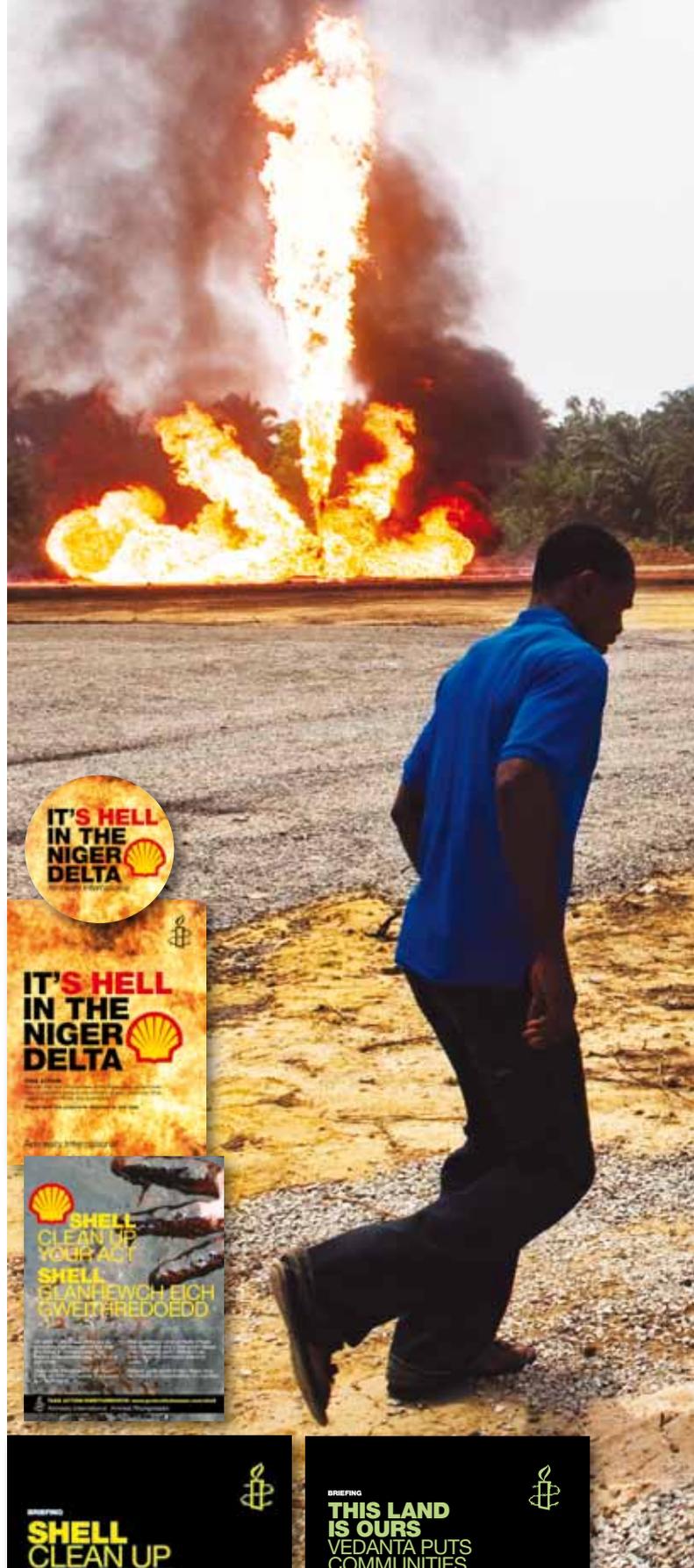
→ To expose and end human rights abuses linked to the UK-registered companies Royal Dutch Shell and Vedanta Resources, and use these cases to demonstrate the need for a stronger regulatory framework.

CLEANING UP SHELL IN THE NIGER DELTA

Our campaign on Shell focuses on the impact of the company's activities in Nigeria's Niger Delta, where oil extraction is polluting the land, air and water, and destroying the natural resources on which local people depend. Shell is not the only company involved, but it has been the major oil producer in the Delta for the past 50 years. Our campaign aims to force the company to clean up the polluted sites, to end the practice of gas-flaring (burning off natural gas emerging at oil well heads), and to disclose all the information it holds on the impact of oil operations on the environment and human rights in the Niger Delta.

Amnesty International's research and lobbying on the impact of Nigeria's oil industry on human rights began over two decades ago. The current campaign was launched in 2009 after more than a year of intensive research by the International Secretariat. The initial response from Shell was to dismiss the findings of Amnesty's research and to shift the blame for oil pollution on to armed groups operating in the Niger Delta.

In 2010 we increased the public pressure. Nationwide activists held protests outside their local Shell petrol stations. In London alone, 100 activists from 21 Amnesty groups organised pickets of 13 Shell petrol stations before the company's AGM. Over 175,000 people signed a petition that was handed to the Shell AGM together with hundreds of 'oil' prints made by UK youth activists. We also attempted to shame the company before shareholders at its AGM, held in London and The Hague in May. More than 2,000 people responded to our online appeal for funds to pay for a full-page newspaper advertisement, criticising Shell's neglect of human rights in the Niger Delta. The contributions exceeded our target, and on the day of the Shell AGM we were able to run advertisements in the London *Metro* and *Evening Standard* newspapers, and pay for an advertising van to circle the AGM venue in London.



Two gold awards for ‘best public sector and charity campaign’ and ‘best small budget campaign’

Questions about Shell's impact on human rights in the Niger Delta were also raised inside the AGM in The Hague, by Amnesty International Netherlands. Our campaign won two golds awards at the 2010 Direct Marketing Awards.

Pressure wins some concessions

At the AGM, Shell publicly committed to releasing the documents Amnesty and others have been calling for on its impacts in the Niger Delta. This information is required by law and is vital to communities in the Niger Delta in holding Shell to account.

Shell has released some of the relevant Environmental Impact Assessments, but there is still a lot more information being kept secret.

So far the campaign has succeeded in exposing the human rights abuses linked with Shell's oil operations in the Niger Delta, to the extent that the company has felt obliged to do a little more than simply deny our reports. But the release of information and the promise of funds to reduce gas flaring are small concessions, and we have a long way to go before we achieve our aim of ending the abuses altogether.

In 2011 we will keep up the pressure on Shell to clean up pollution in the Niger Delta. This will include challenging Shell on its claims that most of the oil pollution in the Niger Delta is due to sabotage.

PUSHING VEDANTA TO RESPECT HUMAN RIGHTS

Over the past few years the UK-registered company Vedanta Resources has been pushing forward plans to mine for bauxite and expand its alumina refinery in the state of Orissa in eastern India. The mine was to be located in the Niyamgiri Hills, the traditional lands of the Dongria Kondh Indigenous (*adivasi*) community, and the ore it produced would feed the refinery in Lanjigarh, at the foot of the hills. The mine threatened the traditional way of life of the Dongria Kondh, as well as their rights to water, food, livelihood and cultural

identity. The refinery had already caused water and air pollution affecting nearby communities, thus denying local people their rights to clean water and a healthy environment. The proposed sixfold expansion of the plant would increase the risks.

The Dongria Kondh began staging regular mass protests against the mining project in 2008 and their cause won the support of human rights organisations in India and beyond. By early 2010 the publicity surrounding the mining project had resulted in some important investors, including the Church of England, withdrawing their shares in Vedanta.

Amnesty International's campaign aims to stop Vedanta's abuse of human rights in Orissa. Our objectives for April-December 2010 were to force the company to clean up the pollution from its existing refinery, and to prevent the building of the mine and expansion of the refinery until the company had addressed the human rights impacts of the entire project.

Our activities included further pressure on investors, meetings with Vedanta as well as appeals to the company and appeals to India's Ministry of Environment and Forests, which is responsible for giving permission for the project, to respect the human rights of the communities affected.

Projects halted on human rights and environmental grounds

In July 2010 the Dutch pension manager PGGM withdrew its investment in Vedanta. In August the Indian Ministry of Environment and Forests rejected the company's application to mine in the Niyamgiri Hills, citing violations of forest and environmental law and the threat to the rights of the Dongria Kondh. In October the ministry turned down the proposed expansion of the refinery on environmental grounds.

The ministry's decisions were major victories for the campaign, although the possibility remains that Vedanta will seek to overturn them. And we have yet to hold the company to account for the pollution affecting the community living near the refinery in Lanjigarh.

We will continue to monitor Vedanta's operations in Orissa, and to urge the company to remedy the pollution caused by the refinery.

**DEMAND DIGNITY CAMPAIGN:
Maternal health**

Gladys with Elizabeth, a friend's child, Sierra Leone, 2008
© Lee Karen Stow
www.leekarenstow.com

Below: Maternal health campaign materials

IMPROVING MATERNAL HEALTH

Worldwide, births in urban areas are twice as likely to be attended by skilled health personnel as births in rural areas

In Peru, women in rural areas are twice as likely as those in urban areas to die from causes related to pregnancy

INEQUALITY

In Chad, only 1 per cent of the poorest women are attended by skilled health personnel during delivery, compared with 48 per cent of the wealthiest women

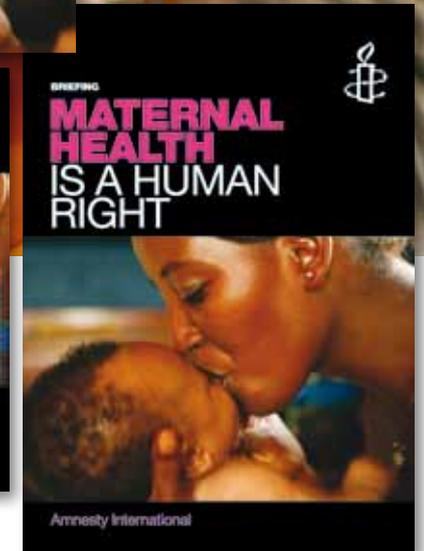
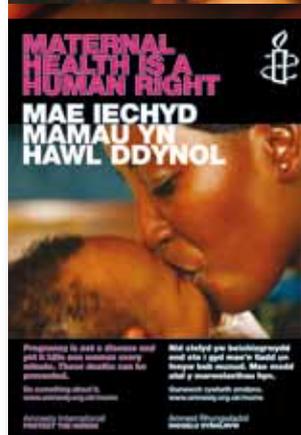
In the USA, African American women are nearly four times more likely to die of pregnancy-related complications than white women

Each year more than a third of a million women die because of complications relating to pregnancy and childbirth, and those most likely to die are the poorest, the youngest and the least educated. Most of these deaths are preventable: the medical causes are well known and although they are unpredictable, are all treatable. High maternal death rates can be avoided, given adequate resources and political will.

Thirteen per cent of maternal deaths result from unsafe abortions. In some countries abortion is severely restricted by law, with strong support from some religious institutions, and in a handful of countries it is criminalised even when continued pregnancy risks the life or health of the mother, or when the pregnancy resulted from rape or incest. Whatever the circumstances or risks, women and girls are compelled to carry pregnancies to term, even when the foetus has no prospect of survival.

The failure of states to end preventable maternal deaths violates women's rights to life and health, and their sexual and reproductive rights. The UK government has influence in intergovernmental efforts to reduce maternal mortality through the Department for International Development (DfID), and is considered a global leader in maternal health.

Our campaign for maternal health aims to achieve a substantial decrease in maternal death rates worldwide.



Our objectives for April-December 2010 were:

- To persuade the UK government to maintain its political and financial support for global action to reduce avoidable maternal deaths, up to and beyond the general election
- To persuade the UK government to adopt a policy position recognising the centrality of sexual and reproductive rights, and women's participation, to reduction of maternal mortality.

A promise of support and a new approach

By the end of March 2010, we had extracted a commitment from the three major UK political parties to support *A Manifesto for Motherhood* – a set of recommendations for improving maternal, newborn and child health worldwide drawn up by a coalition of NGOs. We followed this up later in the year by calling on Deputy Prime Minister Nick Clegg to take a lead in demanding firmer international action at the UN poverty summit in September. This summit did commit to prioritising maternal health, although key human rights commitments are still not being met.

After the general election, we made a submission to the new UK government's consultation on reproductive, maternal and newborn health in developing countries. This argued strongly for a human rights based approach, focusing on the most vulnerable women and supporting the full range of sexual and reproductive rights. Encouragingly, the Conservative party has shifted from an approach based on 'population control' to one based on choice for women and female empowerment.

HUMAN RIGHTS IN SLUMS

Around the world more than 1 billion people live in informal settlements or slums – overcrowded neighbourhoods characterised by poor quality housing, overcrowding and inadequate infrastructure and services, whose residents lack not only financial resources but also security of tenure. But these neighbourhoods are also communities of people, centres of creativity and commerce, with schools, businesses, and social networks and institutions that enable the residents to make a life for themselves.

The people who live in slums are routinely subjected to many forms of human rights abuse but often the worst threat is that of forced eviction, which brings homelessness and destitution to individuals and families, and destruction to communities. Forced eviction – carried out without consulting the people affected, at little or no notice, and without the opportunity for legal remedy – is one of the most widespread forms of human rights violation, with serious consequences for the rights of the people affected. This makes it a key issue for any campaign to uphold the rights of people living in slums.

Ending forced evictions worldwide is the main long-term objective of Amnesty International UK's campaign. For April-December 2010, our objectives were:

- To work with Amnesty sections in other countries to develop a new, stronger, rapid response mechanism and use it to protect communities threatened by imminent forced evictions
- To work with the Deep Sea community in Nairobi, Kenya, to boost their capacity to secure their rights to an adequate standard of living.

We helped to establish a coordinated rapid response mechanism to prevent forced evictions. Its methods include mobilising activists to send appeals, lobbying to secure diplomatic pressure, and support for advocacy and media work on the ground. Our first rapid response, in December 2010, mobilised 6,681 people in a short period of time and succeeded in halting – temporarily at least – the threatened eviction of a community in Accra, Ghana. We expect to make increasing use of the mechanism in 2011. Amnesty International UK also took part in the global Amnesty movement's efforts to prevent the mass forced eviction of 200,000 people in Port Harcourt, Nigeria, as part of development plans for the city's waterfront area.

WORKING WITH A COMMUNITY: DEEP SEA, NAIROBI, KENYA

Amnesty International UK has been working in partnership with the people of the Deep Sea informal settlement since late 2008, supporting their efforts to improve their living conditions. The community of approximately 10,000 has no electricity, roads, refuse collection or sewage system and very little fresh water. It lives under constant threat of forced eviction to make way for private developers. Our campaigning is built on the community's active participation in setting campaign objectives and agreeing to the actions we undertake.

Building capacity and morale

In 2010 Amnesty International UK provided financial support, via Amnesty International Kenya, to run training workshops with Deep Sea residents, to increase their capacity to stand up for their rights. This has included workshops on 'institution building' to ensure the community's committee is representative and fully represents the needs of women and children. We received very positive feedback from Deep Sea for these workshops. At the end of 2010, as in the previous two years, Amnesty supporters in the UK sent greetings cards to the Deep Sea community. In 2009, a few months after this initiative began, community leaders from Deep Sea reported that eviction attempts stopped once the cards started arriving. Once again, the residents welcomed the greetings cards as a sign of international support and a morale-booster.

**DEMAND DIGNITY CAMPAIGN:
Forced evictions**

A woman sits in the ruins of her family home south of the Old City, Jerusalem © AI

Below: Forced eviction campaign materials

Arms campaign

Armed violence kills more than one person every minute. According to Amnesty International's most recent research report on the arms trade (*Killer Facts*):

A quarter of a million people a year have died as a direct or indirect result of armed conflict since 1989

By the end of 2008 an estimated 26 million people worldwide were internally displaced because of armed conflict

About 60 per cent of human rights violations documented by Amnesty International involve the use of small arms and light weapons

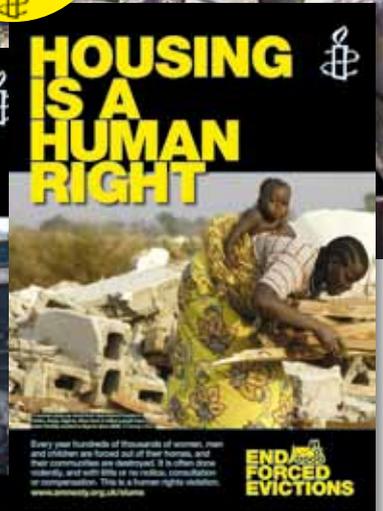
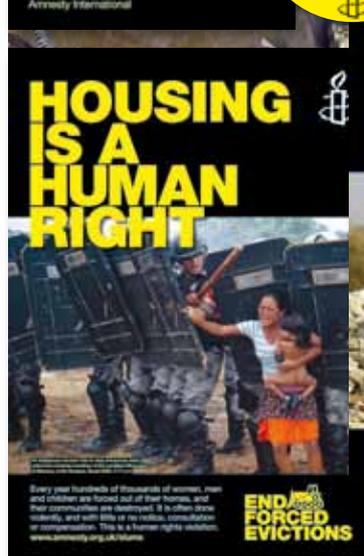
Away from the world's war zones, arms kill an estimated 300,000 people a year

The global trade in conventional weapons and ammunition has an immense human cost. Ineffective regulation makes arms easily available to national armies and police, state and private security forces, armed opposition groups and criminal gangs, in the process fuelling wars, human rights abuses and poverty.

Protecting the human rights to life, to freedom from torture, to freedom of expression, and to freedom from want is impossible without some form of control over the arms trade.

Many states have national legislation or policies to regulate arms transfers, creating a global patchwork of differing rules and standards. But few countries are willing to lead the way in tightening controls for fear of having their exports undercut by less scrupulous competition. An effective regulatory system must be global.

The UK is a major arms exporter and wields significant political influence in international moves to regulate the arms trade. It has tightened its national arms export control legislation over the past decade. It has also ratified the UN Convention on



Cluster Munitions, and passed legislation to implement the convention at the end of March 2010.

THE CONTROL ARMS CAMPAIGN

Since 2003 a main focus of Amnesty International UK's work on arms has been the global campaign to establish an international Arms Trade Treaty (ATT) as a robust, comprehensive, international agreement to regulate the arms trade. Our aim is to stop any transfer of weapons where there is a substantial risk of fuelling armed conflict, poverty, or serious violations of human rights or international human rights law. To achieve this, the treaty needs to contain strong human rights rules, along with robust enforcement mechanisms. It must also cover the full range of arms, equipment and components, and all types of arms transfers.

The campaign started as a joint effort of Amnesty International, and two other international organisations, Oxfam and the International Action Network on Small Arms (IANSA). In the past two years, the partnership has grown into a wider network of organisations, with a steering board. In April-December 2010 Amnesty International's contribution took the form of core research, policy development in technical areas such as types of weapons and types of transfers to be regulated, and lobbying.

Strategies and approaches

When the campaign started in 2003, our main objective was to convince governments to recognise the need for a legally binding global agreement. This was achieved in 2006, when the UN General Assembly (UNGA) agreed to consider an international ATT and in 2009, it agreed to establish the treaty by 2012.

Formal negotiation of the treaty started in 2010, with a series of preparatory committee meetings culminating in a final negotiating conference in 2012. Although the vast majority of states appear to support a robust and comprehensive ATT, some powerful states remain hostile or sceptical.

At the current stage in the development of the treaty, our strategy is to seek to convince as many governments as possible to support a strong treaty, while reducing the impact of sceptical and hostile governments who wish to weaken the treaty or stall the negotiations. We use evidence and arguments based on current events in the real world, showing how specific measures could have prevented the use of weapons against civilians in armed conflict, or the use of security equipment for violent suppression of peaceful protests.

We have also sought to win the backing of the defence and security industry for the treaty, and here we did find some common ground. Industry leaders welcomed the attempt to harmonise rules and procedures, and expressed support for the aims of stopping human rights violations and reducing conflict.

The objectives of the campaign for April-December 2010 were:

→ To ensure that the draft documents emanating from the July 2010 ATT preparatory conferences retained all the elements of a robust and comprehensive treaty

→ To ensure cross-party support for the treaty in the UK, so that the UK government maintains its leading role in working for the ATT in international forums.

Our lobbying at the preparatory conferences in July 2010 succeeded: key requirements for an effective treaty were retained in the chair's working papers and draft texts. An Amnesty report, *Deadly Movements: Transportation controls in the Arms Trade Treaty*, and a side meeting helped to keep arms transporters on the list of transactions to be regulated by the ATT. However, the documents produced so far are not yet the negotiating text, so further lobbying will be required.

The ATT has remained a core foreign policy objective of the UK government, although it is not yet clear whether it will continue its leadership role or become a less active supporter. Cross-party political support for the treaty was maintained in 2010, largely as a result of the work of the parliamentary select committee on arms export controls. Amnesty International submits detailed oral and written evidence to this committee every year.

Progress was made on developing strong UK policy positions on technical aspects of the treaty, including types of weapons and transactions to be covered and rules on human rights and international law.

THE CHALLENGE FOR 2012

The key challenge from now until the final ATT negotiating conference in 2012 will be to keep strong rules in the treaty. We will continue our research and lobbying at the preparatory conferences, focusing on new areas such as the relationship between arms transfers and violent crime, and provisions for upholding the rights of victims.

In the past two years, public awareness raising and activism have been replaced by lobbying on what are sometimes highly technical aspects of arms control. However, as the negotiating conference approaches, the need for public pressure will

increase. We intend to mobilise our supporters around the world to demand a strong, effective and comprehensive treaty. Governments need to know that the world is watching when they draw up the final text.

CLUSTER MUNITIONS

Cluster bombs have killed and maimed civilians during and after conflict in many parts of the world. They are inherently indiscriminate weapons: they disperse explosives over a wide area, so their users cannot distinguish between civilian and military targets. UK legislation implementing the Cluster Munitions Convention, which bans the production, transfer, stockpiling and use of cluster bombs, came into force in April 2010. Lobbying by Amnesty International and its partners in the Cluster Munitions Coalition helped ensure that the UK legislation bans direct financing of cluster bomb production.

Our campaign now focuses on ensuring full implementation of the convention and the UK legislation.

Early in 2010 our supporters wrote to three high street banks asking them to stop financing the manufacture of cluster bombs. The action resulted in a policy shift by HSBC, which has said that in future it will not fund companies, or groups of companies, that produce cluster bombs. The Royal Bank of Scotland and Barclays have also promised to change their policy, but have yet to make specific commitments.

For 2011 we will maintain the pressure on banks to halt the funding of cluster munitions production. We will also urge the UK government to encourage members of the Commonwealth to sign and ratify the Cluster Munitions Convention.

ANALYSING OUR IMPACT

AIUK draws on the model 'Dimensions of Change' used by the global Amnesty movement to plan and assess the outcomes and impacts of its campaigns. This looks at four dimensions of change: impact on people's lives; changes in activism and mobilisation; changes in accountability; and changes in policy. We are still developing these tools and will use them to measure impact in the future where this is meaningful and practicable.





Campaigning progress in 2010

We have reported on three major campaign areas in some detail on the previous pages. However, those are only a part of our overall programme of human rights work. Other important issues and themes – briefly highlighted here – include refugees and asylum, women’s rights, the death penalty, lesbian, gay bisexual and transgender rights.

REFUGEES AND ASYLUM

Amnesty is a founding member of the Still Human, Still Here coalition, which campaigns to end the enforced destitution of refused asylum seekers. Our dialogue with the UK Border Agency continues with the result that solutions have been found for many destitute refused asylum seekers.



© Anna Gordon

LGBT RIGHTS

Amnesty activists from the UK joined Pride marches in Lithuania, where lesbian, gay, bisexual and transgender people face hostility and violence.



Baltic Pride, Riga, Lithuania
© Kāre Viemose

END THE DEATH PENALTY

Bills abolishing the death penalty were pending in the parliaments of Lebanon, Mali, Mongolia and South Korea. So far, 105 states have abolished the death penalty and another 34 do not apply it in practice.

ISRAEL AND THE OCCUPIED PALESTINIAN TERRITORIES

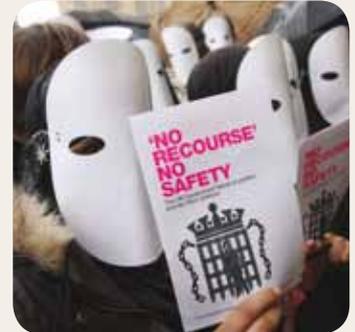
As the people of Gaza struggled to recover from the last major Israeli military offensive, campaigning by Amnesty and its coalition partners persuaded the Israeli authorities to ease their blockade of the territory. We continue to campaign for a complete end to it.



A boy in Gaza, 2010 © AI

WOMEN'S HUMAN RIGHTS

We campaigned to protect women at risk of domestic violence because of their insecure immigration status. As a result, the coalition government extended a temporary support scheme and in March 2011 announced that women on spousal visas would have recourse to publicly-funded refuges.

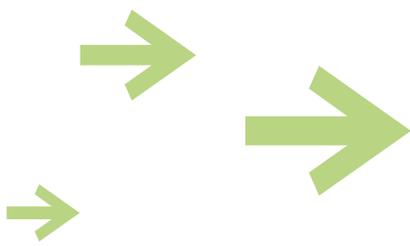


No recourse demonstration © Marie Anne Ventura

UK GENERAL ELECTION

Two months after the 2010 general election, 37 per cent of new MPs and 26 per cent of returning MPs recalled direct contact with Amnesty International activists in their constituency in the previous six months.





35,000 people in Northern Ireland wrote to the government backing our call for a strong Bill of Rights

Campaign materials produced by AIUK

SCOTTISH GYPSY TRAVELLERS

We've researched what each of Scotland's 32 local authorities does to deliver basic services to Scottish Gypsy Travellers. Now we're writing to tell them all how to improve their performance.



Sammy Stewart and his children being interviewed by Terry Wolsey from Eyeline Media as part of the film 'The Travellers' © Graham Noble

BILL OF RIGHTS FOR NORTHERN IRELAND

About 35,000 people in Northern Ireland wrote to the government, backing our call for a strong Bill of Rights. An equivalent response rate UK-wide would be 1 million.



Campaigners Lynda Sullivan and Maeve Donnelly with cards supporting a Bill of Rights © AI

TASERS

We challenged the legality of a controversial pilot project that distributed taser stun-guns to police officers on the beat in Strathclyde. Our views were reported by every major news outlet in Scotland.



© Oleg Volk www.olegvolk.net



INDIVIDUALS AT RISK



People at the front line

Amnesty International started out 50 years ago as a campaign in support of people imprisoned for their political or religious beliefs. Since then the scope of our work has increased to take in the full spectrum of human rights, and working in solidarity with people directly affected by human rights abuses remains at the core of our work.

We aim to end abuse directed at individuals and communities and provide them with moral and practical support to help them combat the abuse and overcome its effects.

The people Amnesty International campaigns for include victims and survivors of arbitrary detention, unfair trial, enforced disappearance, torture, forced eviction, violence against women, death threats, and a range of other human rights abuses. We also campaign for the many human rights activists, journalists, trade unionists and lawyers around the world who put their lives on the line to defend human rights.

Working with individuals is also a fundamental part of our thematic campaigns and country work. We have two basic approaches for our casework with individuals and communities:

- Urgent Action – mobilisation of activists and supporters to send an appeal immediately Amnesty learns of someone in imminent danger of torture, execution, or other serious abuse
- Long-term casework – sustained campaigning using a range of different methods.

Urgent Action relies on pressure created by rapid global reaction and is used in hundreds of cases each year. 10,000 activists in the UK are signed up to our Urgent Action network. Long-term casework is used with a much smaller number of cases, but requires more intensive work from Amnesty International UK. Most of our long-term cases feature in our annual Greetings Card Campaign, when we ask activists and members of the public to send messages of goodwill to people directly affected by human rights abuse.

WORKING FOR INDIVIDUALS AT RISK 2010

For April-December 2010, the objectives of our Individuals at Risk programme were:

- To campaign for positive outcomes on up to 50 long-term cases, reporting the outcomes of up to 35 cases to supporters at least once during the year
- To mobilise the Urgent Action Network on 100 per cent of Urgent Actions issued by the International Secretariat, experimenting with enhanced activity on at least 10 Urgent Action cases.

The experiment with enhanced Urgent Action had some success. In one case, we believe it helped to avert an execution in Iran. On 24 December 2010, on learning that engineering student Habibollah Latifi was scheduled for execution two days later, Amnesty International immediately mobilised the Urgent Action network. Amnesty International UK used Twitter and Facebook to urge people to send appeals to the Iranian government and issued a press release that was picked up by UK and international online media, and by Iranian online activist networks and blogs. The pressure complemented the efforts of the student's lawyer and activists in Iran. On 26 December, with just hours to spare, the execution was postponed.

We campaigned on 54 long-term cases, and reported outcomes on more than 35 cases at least once during the year. We also mobilised the Urgent Action network on 100 per cent of Urgent Actions issued by the International Secretariat. We took additional action on 20 Urgent Action cases by using our website and social media to mobilise a wider activist base to send appeals, seeking publicity for the cases through media work, and advocating for discreet interventions by the UK government.

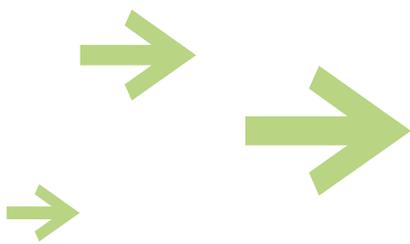
We will always look to individual stories and case studies as the best means of assessing our work on behalf of individuals at risk.

Four of our 2010 long-term cases are outlined on the following pages along with a map showing the locations of other long-term cases we are currently working on.

ACTIVE PARTICIPATION

Unless there is a good reason, we take action on an individual's behalf only with their consent. Whenever possible, Amnesty International consults the person concerned or their representatives on the campaign strategy. Sometimes this is impossible – for example, in closed countries such as Burma. In those instances, we usually work with local or regional partners who can offer advice or who may have direct contact with the family.

Cases for action are identified by researchers and campaigners at Amnesty's International Secretariat, who also compile the case information, define the global campaign strategy in consultation with the individuals concerned or their representatives, and monitor developments in the case.



‘Amnesty is God’s angel... It becomes the strength for those drowning... being the friend of the excluded... and the hope which keeps our hope alive.’ Yusak Pakage, Indonesia, released July 2010

RAÚL HERNÁNDEZ MEXICO



© AI

Indigenous Peoples’ rights activist Raúl Hernández was detained on a trumped-up charge of murder in 2008 in Mexico’s Guerrero State.

Amnesty International believed the case against him was spurious, brought in reprisal for his legitimate activities promoting the rights of the community and exposure of abuses committed by local political bosses and local authorities. He is a member of the Me’phaa Indigenous People’s Organisation (OPIM), whose members have been attacked and threatened on numerous occasions. Many have been placed under surveillance and one OPIM leader has been killed.

In 2010 Amnesty International organised a coordinated global protest on behalf of Raúl Hernández. Amnesty sections in the UK and 13 other countries collected 1,000 photos of people calling for the activist’s release. Amnesty supporters in Mexico used the visual petition to demonstrate solidarity and put pressure on the Guerrero State authorities on the second anniversary of Raúl Hernández’s detention on 17 April.

Amnesty International UK also approached the band Franz Ferdinand, who were due to play in Mexico shortly before 17 April, and coordinated with Amnesty International Mexico to gather support for Raúl Hernández at the band’s concerts.

We created additional awareness and pressure on the Mexican authorities by coordinating with media coverage of the case online, and sending copies of the UK photo petition to the Mexican embassy in London.

Raúl Hernández was cleared of the murder charge and released on 27 August 2010. Amnesty International welcomed Raúl’s release, but also called for an investigation into the unfounded prosecution and compensation for the unfair detention. We continue our efforts to protect other OPIM leaders, who are receiving death threats because of their work defending Indigenous Peoples’ rights.

BIRTUKAN MIDEKSA ETHIOPIA



© AI

Birtukan Mideksa is a lawyer, former judge and until recently the leader of an opposition political party. Originally arrested shortly after demonstrations over the disputed results of Ethiopia’s 2005 elections, she was found guilty of treason, but was pardoned and released in 2007. In December 2008 she was arrested again, for speaking about the process which had led to her release. The authorities deemed this a violation of the terms of her pardon, and she was ordered to serve her life sentence for treason.

Amnesty International believed that the most effective way to influence the Ethiopian authorities was through official pressure from aid donors such as the European Union. In 2010, therefore, we encouraged our activists and supporters to call on MEPs to ask for Birtukan Mideksa’s release. Over half of UK-based MEPs raised Birtukan’s case with the European Commissioner for Development and in response, the Commissioner issued a public statement:

Many citizens and advocacy groups have drawn the attention of the European Commission to the case of the opposition leader, Ms. Birtukan Midekssa. The Commission is closely following the matter, and expects that the Ethiopian authorities will ensure that her case is treated in conformity with Ethiopia’s laws and in respect of Ms. Midekssa’s legal and human rights. The Commission will continue to urge the Ethiopian authorities to deal with this question in line with Ethiopia’s ambitions as a modern, emerging democracy.

Birtukan Mideksa was released from prison on 6 October 2010.

INDIVIDUALS AT RISK *continued*

INDIVIDUALS AT RISK CASES

- 1. CANADA** Lubicon Cree
- 2. UNITED STATES OF AMERICA** Troy Davis
- 3. MEXICO** Raúl Hernández (see case study)
- 4. CUBA** Pablo Pacheco Avila
- 5. GUATEMALA** Claudina Velásquez
- 6. EL SALVADOR** Ernestina and Erlinda Serrano Cruz
- 7. NICARAGUA** 9 Women Human Rights Defenders
- 8. COLOMBIA** The Peace Community of San José De Apartadó
- 9. PARAGUAY** Yakye Axa and Sawhoyamaxa Indigenous Peoples
- 10. MOROCCO (2 cases)** Chekib El-Khiari;
11 Marrakesh Students
- 11. ALGERIA** Djameleddine Fahassi
- 12. GAMBIA** Ebrima Manneh
- 13. NIGERIA** Patrick Okoroafor (see case study)
- 14. EQUATORIAL GUINEA** 5 Prisoners Of Conscience
- 15. DRC** Justine Bihamba
- 16. ZIMBABWE (2 cases)** Women of Zimbabwe Arise (WOZA);
Gertrude Hambira
- 17. RWANDA** François-Xavier Byuma
- 18. KENYA** The Deep Sea Settlement
- 19. ETHIOPIA** Birtukan Mideksa (see case study)
- 20. EGYPT** Mohamed El Sharkawi
- 21. GREECE** Konstantina Kuneva
- 22. SERBIA/KOSOVO** Petrija Piljević
- 23. BELARUS** Minsk Demonstrators
- 24. UKRAINE** Aleksandr Rafalsky
- 25. TURKEY** Ferhat Gerçek
- 26. SYRIA** 7 Prisoners of Conscience
- 27. IRAQ** Ramze Shihab Ahmed
- 28. IRAN** Ronak Safazadeh
- 29. AZERBAIJAN (3 cases)** Eynulla Fatullayev;
Ruslan Bessonov, Maksim Genashilkin and Dmitri Pavlov;
Emin Milli and Adnan Hajizade
- 30. TURKMENISTAN** Turkmenistan Helsinki Foundation
- 31. UZBEKISTAN** Isroil Kholdorov
- 32. KYRGYZSTAN** Azimzhan Askarov
- 33. PAKISTAN** Masood Janjua and Faisal Faraz
- 34. INDIA** Binayak Sen
- 35. NEPAL (2 cases)** Women's Rehabilitation Centre
(WOREC); Sanjiv Kumar Karna
- 36. RUSSIAN FEDERATION (2 cases)** Ibragim Gazdiev;
Aleksei Sokolov
- 37. CHINA (3 cases);** Nurmemet Yasin; Chen Guangcheng;
Mao Hengfeng
- 38. SOUTH KOREA** Park Rae-Gun
- 39. JAPAN** Hakamada Iwao
- 40. BURMA (2 cases)** Khun Bedu, Khun Dee De and Khun
Kawrio; 88 Generation Students
- 41. LAOS (2 cases)** The October Protestors;
Thao Moua and Pa Fue Khang
- 42. VIETNAM** Le Thi Cong Nhan
- 43. INDONESIA (2 cases)** Yusak Package and Filep Karma
(see case study); Johan Teterissa



YUSAK PAKAGE AND FILEP KARMA PAPUA, INDONESIA

Student activist Yusak Pakage and former civil servant Filep Karma were arrested in Papua, Indonesia, in December 2004 after taking part in a peaceful ceremony at which the Papuan independence flag was raised.



© Eisham

Amnesty International UK began campaigning on their behalf in 2005 and since then, mobilising supporters to write appeals to the Indonesian government, organising protests outside the Indonesian embassy, arranging media publicity and sending messages of solidarity to the two men. We believe that this pressure played a part in the release of Yusak Pakage in July 2010, halfway through his 10-year prison sentence.

Although Filep Karma remains in prison, our campaigning has helped to keep his case in the public eye and appears to have afforded him some protection. His case is monitored by foreign diplomats in Indonesia. We continue to campaign on his behalf.

PATRICK OKOROAFOR NIGERIA

Patrick Okoroafor was imprisoned at the age of 14. He was tortured in custody and received an unfair trial in 1995. In 2008, when Amnesty International UK began campaigning for his release, he had no release date: he was imprisoned 'at the pleasure of the governor' of Imo state. In 2009 this was amended to a 10-year sentence, imposed in addition to the 14 years he had already served.



© Private

We continued our campaign in 2010. Between April and December more than 700 Amnesty supporters sent appeals on his behalf to the Nigerian authorities through our website. For Patrick Okoroafor's 30th birthday, in July, Amnesty youth activists accompanied Patrick's brother, Henry, to deliver a giant birthday card to the Nigerian High Commission. After discussions with Henry Okoroafor, we took up a suggestion from Patrick himself to ask supporters to write to Nigeria's president ahead of the celebrations of 50 years of Nigeria's independence.

In December 2010 Patrick was informed that his sentence had been reduced again. His family have told us that he is now due for release in April 2012.

HUMAN RIGHTS EDUCATION

Human rights education gives people the understanding, skills, knowledge and confidence to stand up for human rights for themselves and for others. Its ultimate purpose is to empower people to claim their rights and take action for the rights of others.



At present, Amnesty International UK's human rights education strategy focuses on work in the formal education system. We aim to reach children and young people by encouraging and assisting their teachers to bring human rights into the classroom. We offer teachers quality education materials, training and advice, tailored to the different education systems and curriculum requirements of England, Wales, Northern Ireland and Scotland.

CONTEXT FOR OUR WORK

Opportunities in Scotland

The new Curriculum for Excellence introduced in Scottish secondary schools in August 2010 includes human rights education as part of the Global Citizenship cross-curricular theme. Teachers are at an early stage of developing schemes of work and teaching resources, so this is an excellent opportunity for Amnesty to offer assistance and promote human rights education in Scottish schools. Amnesty attended the 2010 Scottish Learning Festival, to show off our education resources to about 200 teachers – many of whom have since joined our TeachRights network.

Risk to Human Rights Education in England

Human rights education has been an established part of the school curriculum for some years in all parts of the UK. However, after the 2010 elections the new government proposed changes to the National Curriculum in England, with the aim of narrowing it down to 'essential knowledge'. There is a concern that Citizenship – the subject under which human rights is taught – will be removed from the curriculum, depriving young people of their entitlement to learn about human rights and develop skills for taking action.

Amnesty International believes that enabling young people to learn about human rights is essential for the development of a society where rights are respected and protected. We have therefore helped to found the Democratic Life coalition, which is campaigning for Citizenship to remain a core subject in the National Curriculum. We are asking Amnesty youth groups and members of our TeachRights network to respond to the government's public consultation on the curriculum and to ask their MPs to support the campaign.

OUR PRIORITIES IN 2010

Delivering the Death Penalty Pack for schools

We said we would...

Develop an education pack on the death penalty and distribute it to 90 per cent of UK secondary schools – with evidence that 50 per cent of schools have used or intend to use it.

What we achieved...

For the autumn term of 2010, we published the education pack *A Matter of Life and Death*. The pack was produced in cooperation with the Amnesty office in Beirut, and will be used in schools in Lebanon as well as in the UK. Versions of the pack are available in English, Welsh and Arabic.

A total of 4,817 schools received the pack in 2010 (95.65 per cent of all UK secondary schools). We have not yet measured the usage rate among schools.

Teacher training

We said we would...

Develop and deliver high quality teacher training for human rights education reaching 120 secondary teachers in England and Scotland.

What we achieved...

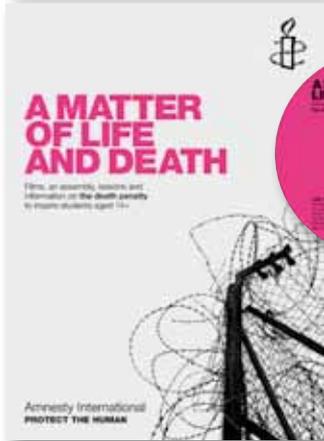
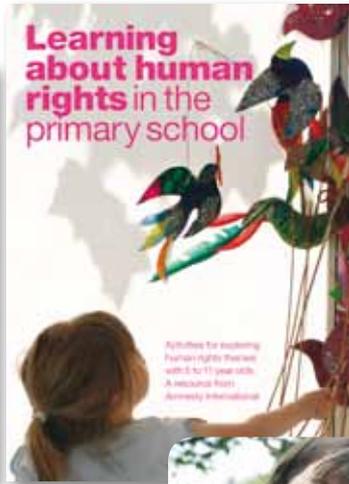
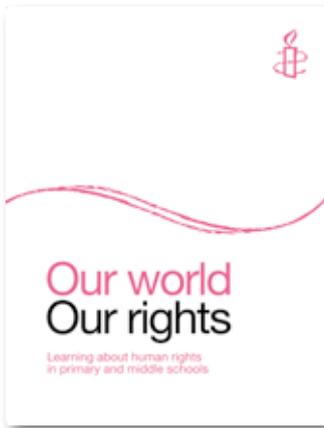
We ran teacher training sessions in the summer and autumn of 2010, in Glasgow, Sheffield, Cornwall, Stafford and London. Some of these we organised ourselves, and some were run in cooperation with local education authorities. Between them, these sessions reached 106 teachers, who had varying degrees of familiarity with human rights education.

Of those who replied to our request for feedback on the summer sessions, 100 per cent considered our sessions to be 'useful' or 'very useful'; 97 per cent said they were 'likely' or 'extremely likely' to use the activities and resources we provided in their teaching; and 98 per cent said they would recommend the training to a colleague. Responses in the autumn term were similarly positive. Most of the teachers intended to apply what they had learned to Citizenship teaching, but they also saw scope to use our resources widely across the curriculum.

We are also working with universities to embed human rights education in first degree and postgraduate teacher training courses. In 2010 we reached 475 trainee teachers.

Educational resources

We offer teachers free educational resources – mostly for use in secondary schools – on a wide range of human



Above: Educational resources; Julia Donaldson who launched the Primary School pack

Right: Human rights in the classroom at Mulberry School, East London © Marie-Anne Ventoura

rights issues. The majority of these are made available for human rights education download through the website, but a few are also published in print. Most of our education resources are produced in Welsh as well as in English.

In 2010 we published a new, revised edition of Amnesty's popular teaching resource for primary and middle schools, *Our World, Our Rights* – a 148-page book helping teachers to introduce concepts of human rights to children aged five to 13. It is packed with informative and stimulating lesson plans, activities, games, quizzes and case studies for use across the curriculum. Former Children's Laureate Michael Rosen wrote the foreword, while Keith Sadler, Senior Primary Adviser and OfSTED trained inspector described the book as 'an excellent resource to support pupils' understanding of human rights'.

To the delight of young children in Edinburgh, the book was launched there by best-selling children's writer Julia Donaldson (author of *The Gruffalo*) in an event that was covered by *The Herald*, *Scotsman* and *Evening News* and on STV News.

Ten activities from *Our World, Our Rights* were used to create a new bilingual resource for primary schools, distributed free to inform more schools and teachers about our Human Rights Education work. In Wales the Education Minister and Children's Commissioner for Wales helped launch this resource at the Model School, Carmarthen. Both *Our World, Our Rights* and the bilingual primary resource made use of illustrations from our best-selling and award-winning book *We Are All Born Free: the Universal Declaration of Human Rights in pictures*.



HUMAN RIGHTS AWARENESS

Raising awareness of human rights in wider audiences, beyond our committed supporters and activists, involves venturing boldly into the national and local news media, into political debates – and into popular culture. For audiences of all ages and backgrounds, we seek to bring our compelling human rights stories to life in the news, films, books, music, theatre, comedy.

THE MEDIA

Media work was central to the foundation of Amnesty 50 years ago and remains so today. We have long appreciated the importance of journalists in throwing a spotlight on human rights abuses and many journalists have in turn come to appreciate Amnesty as a regular source of knowledge and expertise. Media coverage is used to achieve specific campaign objectives as well as to encourage a more general appreciation of and respect for human rights. We know too that maintaining Amnesty's substantial media profile in the UK is important in attracting and retaining members and financial supporters.

We need to achieve as much coverage as we can – and reach as many different audiences as possible. Between April and December 2010 we were in the print media **2,303** times (**2,137** in the same period in 2009). Of this, **545** items were in the quality press, eg the *Guardian*, *Independent* and *Times* (up on **480** in 2009), and **92** items were in tabloid and mid-market newspapers eg the *Daily Mail* and the *Sun* (**98** in 2009). We obtained extensive coverage in publications such as women's magazine *Grazia*, which covered the case of Sakineh Mohammadi Ashtiani who faced stoning in Iran. The *Big Issue* and the *Observer* and *Independent* supplements all ran photo features supporting our Burma campaign.

A key aim is to stimulate and participate in debate; we had letters published in national newspapers and magazines and dozens of longer opinion pieces in print and online. Our fastest growing area of media coverage is online, with **8,831** hits (more than double 2009) on sites including Virgin Media, AOL UK, Yahoo! News and MSN, as well as music, fashion and showbusiness sites.

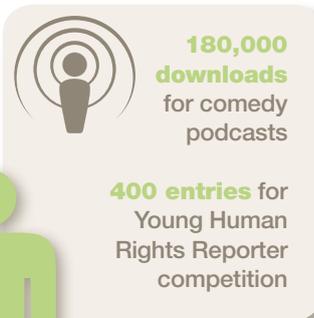
TV and radio coverage (**391** items) often included interviews we arranged and conducted. Broadcast coverage included everything from *BBC Breakfast* on BBC One and the *Today* programme on Radio 4 to smaller outlets such as Bradford Community Radio and black station Colourful Radio. Subjects varied too, but included dozens of interviews on Burma – 16 when Aung San Suu Kyi was released from house arrest.

Amnesty Media Awards

The UK Section's annual Media Awards assert the importance



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© AI



© Sandy Young

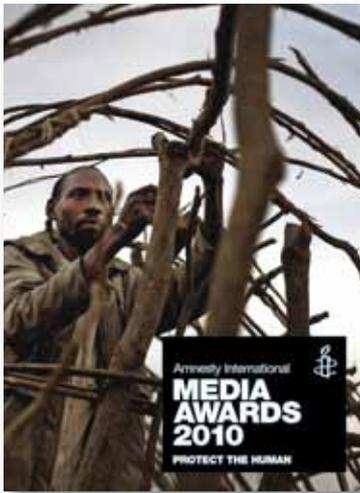
of human rights journalism and recognise the achievements of individual journalists. They celebrate the breadth of reporting across different media and acknowledge the risks journalists take while reporting stories that might otherwise remain untold. They also help to maintain and strengthen Amnesty International's relationships with journalists, broadcasters and publishers.

For the 2010 awards we held a series of events before the main awards ceremony, both to promote debate around human rights journalism and to encourage new entrants. Our programme included a digital media event – 'Is technology really good for human rights?' – and a discussion on representation of women in the media to mark International Women's Day in March 2010.

The awards saw exciting new developments in 2010. To encourage the human rights journalists of tomorrow, we piloted a Young Human Rights Reporter competition with Guardian Newsdesk. In two age groups, the competition received over 400 entries from over 50 schools, well exceeding our expectations. The competition is set to continue in 2011.

REACHING OUT

Amnesty's participation and high visibility at the 2010 Edinburgh Festival, the world's biggest arts festival, exemplifies our potential for building awareness and support for human rights in popular cultural arenas. Our comedy, urban art, Book Festival events, and Freedom of Expression Award were interlaced with



Above: Amnesty materials

Right: Urban artist Syrkus takes part in a live painting session at the Edinburgh Festival



engaging campaign action for Burma. Activists collected photos for our visual petition calling for the release of Burma's 2,200-plus political prisoners – and the comedians focused on calling for the release of a fellow comedian, Zarganar, who is serving 35 years for criticising Burma's military government.

In 2010 we built on and exceeded previous success. Our popular comedy event, *Stand up for Freedom*, sold out fast and extended the audience online with eight 30-minute podcasts with interviews and reviews from the Fringe. The comedians personally promoted the campaign for Zarganar on their social networks and in other appearances.

- At least 1,000 of the sell-out audience signed action cards for Zarganar.
- About 37,000 people saw James Mackay's photos highlighting Burma's political prisoners.
- 180,000 downloaded our podcasts (no. 2 in iTunes charts).
- 6,000 viewed the *Guardian's* online film of the Comics v Critics football match (billed as 'a grudge match they had to get Amnesty to referee').
- At least 8,000 people viewed our exhibition of the Burma-inspired work of six Scottish urban artists.
- Our Freedom of Expression award – for outstanding Festival productions – had a record 63 entries. The winner, *Roadkill*, a play about sex trafficking, went on to a sell-out season in Glasgow.
- Top literary names took part in our Imprisoned Writers readings.
- Philippe Sands, author of *Torture Team*, gave the annual Amnesty lecture.
- Amnesty and Walker Books launched *Before We Say Goodbye*, a novel for young adults by Gabriella d'Ambrosio.

Film is a powerful arena for promoting human rights stories. A major project in 2010 was the Amnesty-backed production of *The Invisibles*, four films by Gael Garcia Bernal about the plight of Mexican migrants. So far, the films (www.youtube.com/invisiblefilms) have:

- had over half a million views on YouTube
- been broadcast on four Mexican TV stations and dozens of radio stations
- featured in leading broadsheets and by broadcasters including BBC, Al Jazeera, CNN, *The Guardian*, *Le Monde*, *El Pais*,
- been talked about on a chat show with Gael Garcia Bernal on Canal 11 (the Channel 4 of Mexico)
- been launched at the Global Forum on Migrations in front of 500 government officials from Mexico, the US and Central America.

FUNDRAISING FOR HUMAN RIGHTS

THE FUNDRAISING ENVIRONMENT – AN OVERVIEW

Amnesty International UK is entirely reliant 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.



- Community fundraising
- Major donors.

Supporter Recruitment

We were delighted with the way our supporters stuck with us in 2010, despite the continuing worries over the economy with its impact on household income and job security. Appeals to our supporters for donations were more successful than the year before, which was hugely encouraging. Our retention rate of supporters remained strong at over 87 per cent a year. Our biggest challenge in the year was to recruit new supporters at our target rate.

We started this year with some serious concerns about the impact of the recession on our ability to raise money. In January 2010 we noted that, according to the Charities Aid Foundation (CAF) and the National Council for Voluntary Organisations, the total amount of charitable giving in the UK had declined during the recession, by 11 per cent from its level in 2007/08. By December 2010, however, we saw that donations to charity from the UK public had risen by £400 million over the year, to a total of £10.6 billion. However, the total amount given has not yet returned to the pre-recession peak of 2007/8, when charities received £11.3 billion in donations when adjusted for inflation.

Community fundraising

We were also delighted to see income from community fundraising hold up in 2010. The growth in this income comes primarily from people doing sponsored activities, such as running marathons.

Some indicators from our own fundraising results in 2009/10 caused us concern, notably the drop in income from appeals to supporters. We were concerned that this might continue into 2010 as the impact of recession and concerns over job security continued. Also of concern was our inability to recruit the number of supporters we had aimed for.

Major donors

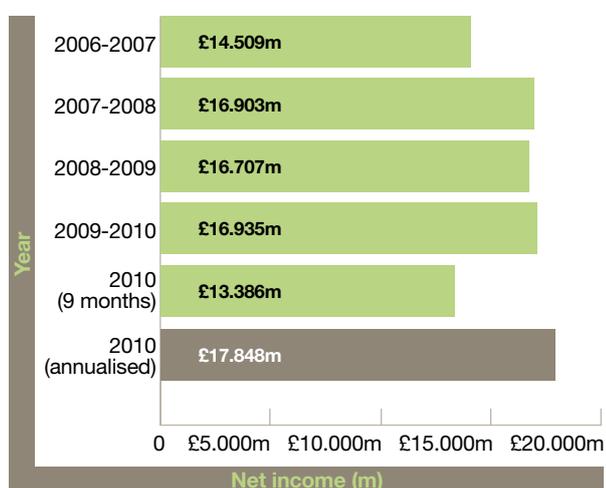
We were also hugely encouraged by the generosity of trusts, foundations, corporates and individual major donors. Income exceeded that in 2009/10 by £76,000 and this was after only nine months. After comparing our performance against that of some well-known charities to see if we could better organise our work in this area, we decided to focus more strongly on higher value gifts. We have reorganised our staff team accordingly.

Three specific fundraising areas are profiled in this report:

- Supporter recruitment

Finally, in terms of success, we have been able to plan and deliver innovative and successful campaigns which brought fundraising and campaigning together in a very real and practical sense. See for example the overviews of our campaigns on Shell and Burma (pages 17 and 18).

FUNDRAISING RESULTS BY YEAR, 2006/7 TO 2010



SUPPORTER RECRUITMENT

We spent £1.2 million (excluding overheads) on recruitment activities in April-December 2010, and received £381,000 from new supporters recruited during the year.* Most of our income from new recruits will be seen in subsequent years, particularly for those who joined Amnesty in the latter part of 2010. We expect a long-term return on our investment in recruitment: for each £1 invested, we expect to receive £3 in income in the five years following the recruitment activity.



In recruiting financial supporters, we ask them to make a regular monthly gift (usually through direct debit) rather than a one-off cash donation. This focus on regular giving has

*Figures exclude overheads

proved to be the most cost-effective approach to raising funds from supporters, as it provides a sustainable income that we can rely on when we plan our human rights work. Currently 89 per cent of our supporters give a regular gift.

Performance

Asking people for money in the current economic climate is not easy. Nevertheless, we set ourselves a challenging target for 2010: to recruit 29,000 new supporters by the end of the year – 11,000 more than we did in 2009.

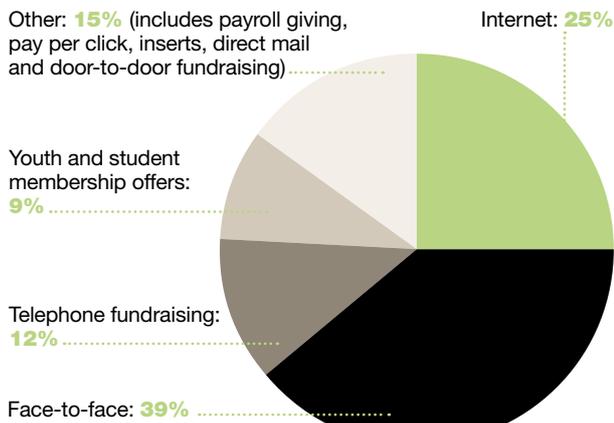
We ended the year with 10,556 new financial supporters, below target by 18,444. While we were disappointed with this result, the outcome reflected some factors beyond our control.

Most of this variance (85 per cent) was due to the financial failure of a major provider of our face-to-face fundraising, which led ultimately to a drop in supporter numbers of about 2,000 between March and December 2010. Offsetting this, Amnesty International UK did not incur the recruitment costs that would have been required to meet our target. This was a major contributor for our financial surplus in 2010. The chart below shows the performance of different recruitment channels in 2010. (Face-to-face fundraising includes field marketing, street fundraising and door-to-door fundraising.)

Challenges we faced in 2010

Despite the problem we faced this year with the failure of one face-to-face fundraising agency, we believe this channel works well, but we do need to reduce the risk to Amnesty International UK. We worked with three other face-to-face fundraising agencies during the year to increase our capacity and to spread

WHERE OUR NEW SUPPORTERS CAME FROM IN 2010



FUNDRAISING FOR HUMAN RIGHTS *continued*

the risk if another agency went into liquidation during the year.

Another way to recruit supporters is the internet. People joining Amnesty through the website make up 25 per cent of new supporters. In 2011 we will work with a digital agency to develop a strategy to increase online giving.

We continued to invest in door-to-door fundraising during the year, with mixed results. We have found that supporters who respond to this method stay with us. However, we have experienced difficulties in recruiting teams of fundraisers to do the work. Both the agencies we work with have found it difficult to provide the capacity we need to increase the number of supporters recruited through this cost-effective method. We plan to work with one new agency in 2011 to test potential for increasing investment in this area.

Retention of supporters and other income generating activities

Although we have found it difficult to attract new supporters to Amnesty International UK, existing supporters have stayed with us. In 2010, 89 per cent of our regular supporters stayed on and 15,433 increased the value of their regular gift during the year. Activities such as cash appeals, raffles, bookshops and the mail order catalogue have done well and helped us maintain our income.

Looking ahead

We have seen a slow decline in supporter numbers over the past three to four years, and we are very much aware of the difficulties presented by the economic downturn. It is now more important than ever that we invest in recruitment of new supporters and do everything we can to encourage those new supporters to stay with us.

In 2011 we plan to release funds from our reserves to invest in recruitment. We aim to recruit 33,000 new supporters,

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.prfa.org.uk, www.institute-of-fundraising.org.uk

yielding a five-year profit of £3.9 million. This is based on an analysis of the market and in-depth negotiations with field marketing agencies.

We will test an in-house field marketing team to reduce the impact of external suppliers going into liquidation or withdrawing from the activity. Moreover, we believe an in-house team will improve the performance of the programme.

We will also develop and test new fundraising opportunities as well as building on successful initiatives tested in 2010.

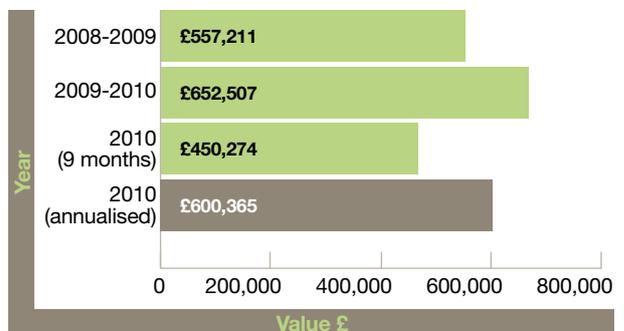
COMMUNITY FUNDRAISING

Community fundraising, particularly sponsored events, has been an area of growth for Amnesty International UK over the last three years, despite the difficult economic environment.



Community fundraising includes anything that supporters do to raise money in their local community. This can be a garden party, a street collection or a bike-ride from Land's End to John O'Groats. Amnesty International UK provides ideas, advice, materials and very occasionally a shoulder to cry on. We also run a fast-growing sponsored events programme known as Team Amnesty.

COMMUNITY FUNDRAISING: NET INCOME BY YEAR
2008/09 TO 2010



Ratio of income to expenditure*

2010 (annualised).....	6.40	2010 (9 months).....	6.40
2009/10.....	7.23	2008/09.....	10.67

*NOTE: excludes salary and overhead costs

Our community fundraising programme promotes a mix of fundraising methods, with something for people of every age, level of fitness, amount of free time, and so on. We regularly ask Amnesty members to raise funds, placing ads in every *Amnesty magazine*, and calls to action in each monthly e-newsletter. We have our own quarterly fundraising e-newsletter, which goes to 32,000 people.

Performance

For April-December 2010 we set a target of £531,500 (£413,000 net) income from community fundraising. Overall net income was ahead of target by £35,000 for the nine-month period (see chart, left) owing largely to a varied and well-promoted community fundraising programme and great commitment from Amnesty members.

Many Amnesty groups across the UK have their own programme of tried and tested fundraising events and need little additional support or investment. Conversely, establishing new initiatives (such as recruiting and supporting a runner or cyclist in an event) can require much heavier investment in time and resources. That said, the work invested in Team Amnesty in 2010 has shown good returns.

As we step up participation in new sponsorship events, we are likely to increase both our expenditure and our income, with an overall reduction in ratio of income to expenditure.

Team Amnesty in 2010

Sponsored events are gaining in popularity with new events cropping up each year and more people taking part in them. New events added to our Team Amnesty programme in 2010 included the London Triathlon and the Coast-to-Coast bike ride.

Team Amnesty raised over £203,000 through events such as:

- the London Marathon: 47 participants raised £112,000
- the Edinburgh Marathon: 24 participants raised £15,300
- the Coast-to-Coast bike ride: 14 participants raised £14,000
- the London Triathlon: 10 participants raised £10,600.

We had our best London Marathon ever (we bought eight more places and had four high-profile runners who raised a total of £42,000).

MAJOR DONORS

The International Trust Funders Network, which comprises 16 charitable organisations of similar size to Amnesty International UK forecast a greater than 10 per cent reduction



in funds from trusts, corporates and high net worth individuals last year.

In 2009/10 our performance was consistent with these expectations, with a fall in income from major donors. For 2010 many organisations budgeted for a difficult environment and Amnesty, too, took a cautious approach, aiming to maintain income. It is hugely encouraging, therefore, that our income from major donors recovered and grew over the nine months to 31 December 2010.

While the economic environment presents risks as well as opportunities, we managed to increase the funds raised from major donors and plan to do so further. History and research tell us that we can continue to thrive in a recession. We have significant growth targets over the next few years and we aim to raise £1.605 million from major donors in 2011 to support our human rights work and to increase our contribution to the international movement.

Performance

Major donors made a significant contribution to AIUK’s financial performance for the nine-month accounting period. In total, we raised £1.194 million (net) against a target of £931,000. This compares favourably with performance in the last two full years (see breakdown below).

The chart opposite shows how the relative contributions made by trusts, individuals and corporate entities have varied over the past three years.

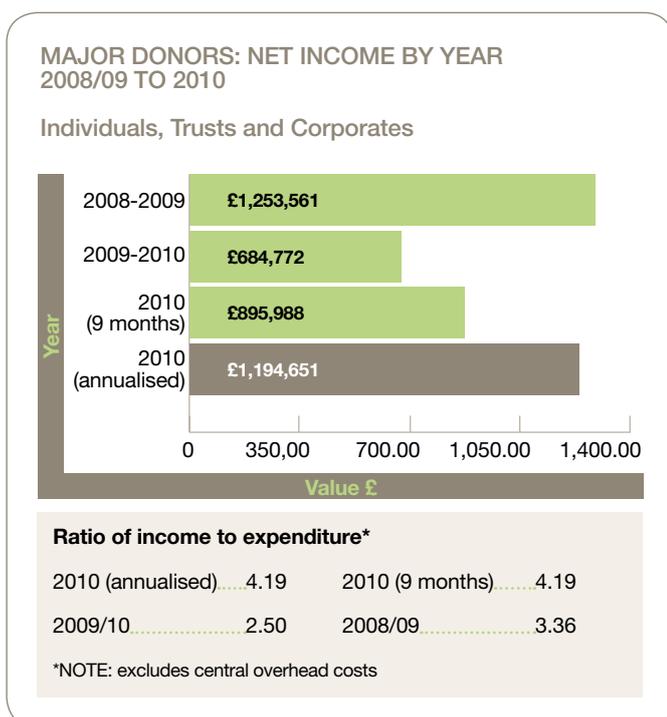
Challenges faced in 2010

The economic situation remains difficult, with warnings of a possible double dip recession. Donors face a number of uncertainties and many supporters felt unable to make a financial contribution in this economic climate. However, feedback we received suggested that these donors would give again, but were waiting to see how deep and long the recession would be. It was also difficult to forge new partnerships with individuals, trusts and corporates: they tended to give to charities with which they were already familiar, rather than risk new and untested organisations.

For those donors (especially trusts) who base their giving on money from investments, the effects of the economic situation may begin to bite only in the next year to 18 months. This is because they often base giving on a three-year cycle and 2012 is the time when they are predicted to feel the effects of the last few years’ low economic growth rates.

Key initiatives developed and implemented

As part of our support for the global Amnesty movement, in 2010 Amnesty International UK supported the international Major Donor Development Centre of Expertise, helping to shape the movement’s approach to fundraising from major donors and providing support and guidance to sections with less experience and capacity.



CORPORATE RELATIONS POLICY 2010

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

It is our policy to limit the proportion of our income that comes from corporate relationships to a maximum of 10 per cent.

Amnesty International UK has a formal Corporate Relations Policy, and a Corporate Relationships Advisory Group that screens all proposed corporate relationships valued at over £5,000 (in cash or in kind).

In 2010 we recorded £414,000 that went through our Corporate Relations Policy. This equated to 23.16 per cent of our maximum allowable funding from corporate entities under the policy.

Total number of corporate relationships recorded: 63

Number of corporate entities donating over £5,000: 10

Corporation*	Type of gift	Estimated value £
The Cooperative Group inc. the Amnesty credit card	Money	193,084
Google UK	In kind	78,518
Anonymous	Money	40,000
Balfour Group Ltd	In kind	25,000
Essence Media	In kind	18,000
Clyder Enterprises Limited	Money	9,037
Amazon EU Sarl	Money	5,000
IVO Business Solutions Ltd	Money	5,000
AKA Productions	Money	5,000
Quantum Amalgamations	Money	5,000

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



STRUCTURE AND GOVERNANCE

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

GLOBAL MOVEMENT

Amnesty International is a global movement with over three million members, supporters and activists in more than 150 countries and territories. It operates as a collection of autonomous national organisations sharing the same vision, mission and values and abiding by the Statute of Amnesty International.



In countries where Amnesty International has a strong presence, members are organised as 'sections'. Amnesty International UK is the third largest of the 52 sections across the world. We have over 224,000 supporters, and generate the third highest amount of funding in the global movement. However, in terms of supporters per head of population, we lag behind some of our northern European neighbours such as Norway, Denmark and The Netherlands. This highlights the significant potential to grow our supporter base.

The International Council

The International Council and its International Executive Committee (IEC) represent the global Amnesty International movement. The IEC is responsible for setting movement-wide policy and defines the global governance rules for all Amnesty International organisations. Authority for the conduct and daily affairs of the global movement is delegated to the International Secretariat, located in London.

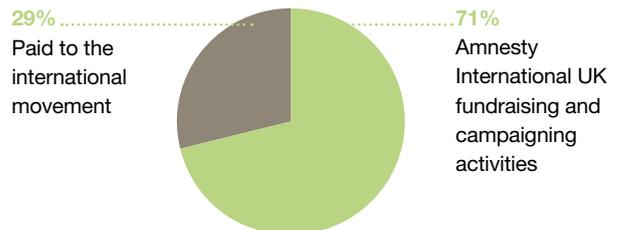
Amnesty International UK can influence the development of policy by participating in the deliberations of the IEC. AIUK representatives can also take part in the International Council Meeting (ICM) held every two years. The ICM ensures that the IEC and the officers of the movement are accountable to its membership. The ICM can direct the IEC to adopt particular strategies or policies to govern the global movement and, therefore, individual sections like AIUK.

Our contribution to the international movement

Amnesty International UK supports the wider movement financially and in other ways. We maintain close ties with other sections and the International Secretariat, sharing information and working together on major projects of benefit to the movement as a whole.

In the financial year to 31 December 2010, nearly 29p in every £1 we raised went to the international movement to support its development, research and work around the globe. As part

FINANCIAL SUPPORT TO THE INTERNATIONAL MOVEMENT AS A PERCENTAGE OF TOTAL INCOME (2010)



of the growth strategy outlined in other parts of this report, we aim to increase our contribution to help extend the reach of the international movement.

IN THE UK

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



Amnesty International UK Section

Amnesty International United Kingdom Section is the body responsible for undertaking our human rights campaigning, as well as fundraising and trading activities.

Under UK charity law, some of our activity is not deemed charitable. For this reason the UK Section is not registered as a charity but was established in 1983 as a limited company registered in England (number 01735872). The UK Section is owned and controlled by its members (that is, all people, groups and networks that have joined Amnesty International in the UK).

Amnesty International UK Charitable Trust

Amnesty International Charitable Trust is a charity registered with the Charity Commission for England and Wales (number 1051681) and with the Office of the Scottish Charity Regulator (number SCO39534). The Trust was established in 1995. It funds Amnesty International projects undertaken both in the UK and globally, including:

- monitoring abuses of human rights
- educating the public about human rights
- raising awareness of, and promoting public support for, human rights
- research into human rights issues.

The AIUK Section Charitable Trust Board of Trustees as at 31 December 2010 are: David Norgrove (chair), Tom Hedley, Stuart Hathaway, Grainne Walsh, Caroline Fisher (aka Pepper Harow), Brian Landers, Angela Crack.

Board of Directors

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

The Board has up to 15 members, 12 directly elected by the membership through annual ballot, with the remainder co-opted by the Board as required. All Board members are non-executive and do not receive any remuneration for their work. Our constitution prevents any Amnesty International staff or office-based volunteers from serving on the Board.

The UK Section Board members as at 31 December 2010 are: Tom Hedley (chair); Ciarnan Helferty (vice chair); Brian Landers (treasurer); Duncan Booth; Caroline Fisher (aka Pepper Harow); Emma France; Katie Boothby; Rona Keen; Réshad Suffee; Peter James Murray; Sharmila Kar; Sarah O'Grady; Collette Anne Crill.

Diversity

The Board comprises:

- (6) 46% male; (7) 54% female
- 77% 'White'; 15% 'Mixed'; 8% Not disclosed
- Age: under 25 (2); 25-44 (4); 45-54 (4); 55+ (5)

The Board maintains policies including a code of conduct, conflicts of interest, and treasury policy. It manages its performance, training and development through a self-review and assessment. In September 2010 the Board and all subcommittees attended a joint training exercise to improve governance of AIUK.

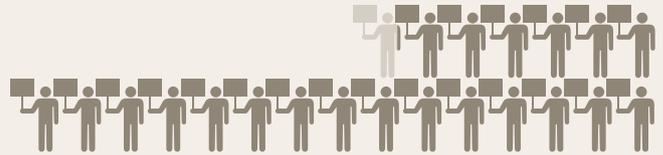
The Board is accountable to the AIUK membership through the AGM. The AGM is the primary decision-making forum for Amnesty International UK, and is open to all AIUK members. The three-day residential conference gives members the opportunity to learn more about Amnesty's campaigns and programmes of work, and share skills, knowledge and experiences with other members, international guests, speakers and staff.

The AGM is a crucial part of our democracy and accountability, where members can have their say and contribute to debates and decision-making. Its function is to:

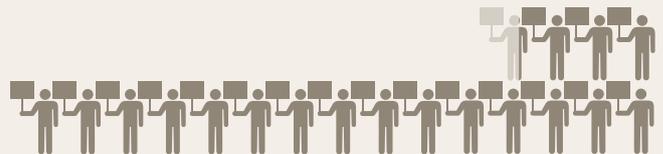
- determine the policy of Amnesty International UK
- receive the report of the directors
- elect a nominations committee
- receive the accounts
- ratify the budget for the coming year
- consider other business as determined by the chair
- appoint the AGM chair.

FINANCIAL SUPPORTERS PER 1,000 POPULATION AS AT 31 DECEMBER 2010

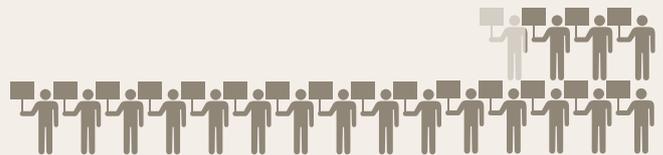
NORWAY 21.07 members per 1,000 population



DENMARK 18.24 members per 1,000 population



NETHERLANDS 18.05 members per 1,000 population



SWITZERLAND 12.52 members per 1,000 population



SWEDEN 9.78 members per 1,000 population



AUSTRALIA 3.97 members per 1,000 population



UK 3.63 members per 1,000 population



NEW ZEALAND 1.74 members per 1,000 population



SPAIN 1.36 members per 1,000 population



ITALY 1.18 members per 1,000 population



USA 0.74 members per 1,000 population



STRUCTURE AND GOVERNANCE *continued*

Board committees

The Amnesty International UK Board of Directors sets up committees to help examine policy options and implications for consideration by the Board. Each committee includes Board members, other members of AIUK, and staff members with specialist skills or knowledge.

→ Active membership sub-committee

- enables us to monitor and develop engagement with activists across the UK Section. For example, strategy reviews for youth groups, student groups and local groups, prior to approval by the Board.

→ Finance sub-committee

- monitors and reviews systems to ensure AIUK's sound financial condition, budgeting practices, risk management, and compliance with relevant UK regulations. It reports to the Board on, for example, our health and safety and environmental performance. The FSC also acts as the audit committee, meets annually with AIUK's external auditors, and agrees actions arising from the auditors' Management Letter.

→ International issues sub-committee

- provides advice and guidance to the Board on major developments, such as Amnesty International global priorities and matters discussed at International Council Meetings.

→ Joint consultative committee

- provides a forum for Board, management and trade union to work together to ensure we follow best practice in human resources management. The JCC reports annually to the Board on staff relations.

Senior management team and organisation

The senior management team comprises Kate Allen, director of Amnesty International UK, and three departmental directors: Tim Hancock (campaigns); Kerry Moscojiuri (marketing); and Martin Tyler (corporate services).

The Board assesses the director's performance annually, with the Board chair, vice chair and treasurer forming the director's evaluation committee.

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. Within the UK, Amnesty includes:

→ **Supporters** – 224,541 people have recently contributed money to Amnesty International. This could be someone who donates to us regularly (and has done so within the past three

months), or someone who has made a one-off donation within the past two years.

→ **Members** – The supporters described above include 156,754 people who are members of the Amnesty International UK Section. They pay a regular membership subscription and are entitled to attend and participate in our AGM.

→ **Activists** – We know that many more thousands of people have actively participated in one or more of our campaigns. This could be joining a demonstration, adding their name to a petition, or sending a message of solidarity. These people are often part of one of the hundreds of local, student and youth groups, affiliated trade unions, special interest networks and thousands of individual activists. They send countless letters and emails to protest against human rights abuses. They bring our campaigns to life at schools, campuses and communities around the country. They encourage new people to support our work.

→ **Local groups** – Our 270 active local groups are the public face of Amnesty in their community. They bring our concerns and campaigns to the local media, councils and members of parliament, as well as to the public at large, and fundraise on our behalf.

→ **Student groups** – We have 128 student groups in the UK.

→ **Country Coordinators** – 54 volunteers who support local groups and special interest networks on country campaigns and casework. They form 13 regional teams working with staff at AIUK and the International Secretariat.

→ **Regional Representatives** – Volunteer activists elected by local groups in each UK region, who help coordinate local Amnesty work.

→ **Trainers** – 60 volunteer trainers and experienced activists who run workshops for local groups and at national and regional events. Annual skillshare weekends are organised by the Active Learning programme. In 2010 this focused on politics to support work of building relationships with new MPs after the election.

→ **Youth groups** – We have 810 youth groups across the UK, most of them based in schools, as well as 1,179 individual youth members. Amnesty's Youth Advisory Group plays a key role in developing our work with young people. Its 30 members aged 14-18 are from Amnesty youth groups across the UK. They meet three times a year for residential weekends.

→ **Trade unions** – By December 2010 the number of trade union branches affiliated to AIUK increased by 20 per cent. The overall number of affiliates (including national unions and individuals) grew to 193.

→ **Specialist networks** – We also run a range of specialist e-networks, including: Children's Human Rights network (7,540 members); Lesbian, Gay, Bisexual and Transgender network (2,641); TeachRights teachers' network (5,101); Trade union network (14,000); Women's Action network (9,320).

UK MAP SHOWING AMNESTY ACTIVIST GROUPS

- Local groups
- Student groups
- Youth groups



OUR PEOPLE, POLICIES AND PRACTICES

Our Staff

Amnesty International UK has 193 paid staff 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 2010 our human resources objectives centred on six key areas:

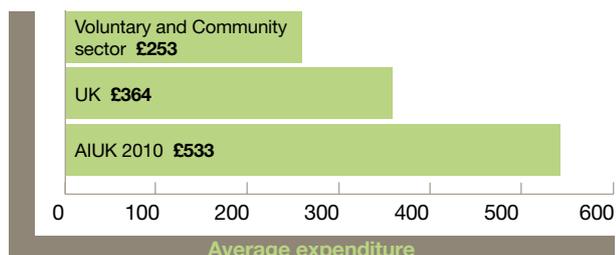
- **Learning and Development** – Promoting and developing a culture of learning and development within Amnesty International UK
- **Equality, diversity and dignity** – Respecting and valuing individual differences ensuring fair and equal treatment for staff, volunteers and stakeholders
- **Recruitment and retention** – Recruiting the best staff and implementing strategies and practices to retain them
- **Wellbeing** – Creating a culture where the health and welfare of employees, and their lives outside work, are respected and supported by active internal policies
- **Partnership working** – Enabling the organisation to achieve its objectives through effective and trusting internal and external partnership working, including with trade unions
- **Policies and practices** – Developing and promoting progressive policies and practices that reflect and anticipate legislation, good practice, new technology, and AIUK's values and objectives.

LEARNING AND DEVELOPMENT

From April to December 2010 we spent an average of just over £400 (£533 when annualised) per employee on training and development, an increase from last year and more than sector benchmarks. We believe this relatively high average reflects our commitment to ensure all staff participate in training across a number of areas.



AVERAGE ANNUAL TRAINING AND DEVELOPMENT EXPENDITURE PER EMPLOYEE



Source: Chartered Institute of Personnel and Development (2010): Annual Survey of Learning and Development

The average number of training hours per employee was 7.6 hours over the nine months.

Training programmes in 2010 included:

- people and management skills
- health and safety
- equality and diversity
- bullying and harassment
- stress awareness
- interpersonal skills.

All new staff and volunteers at Amnesty International UK receive a full induction. This starts with a pack of information about the organisation and an induction meeting with a member of the human resources team. New staff participate in a full induction programme and attend a formal two-day induction course.

EQUALITY, DIVERSITY AND DIGNITY

Amnesty International UK values diversity in our staff, volunteers and Board, and strives to be a fair employer. In our last staff survey 81 per cent of staff said they are treated with fairness and respect.



As at 31 December 2010, 14.5 per cent of staff classified themselves as being of black, minority and ethnic (BME) origin, compared to 12.3 per cent in the charity sector overall. This is encouraging, although our aim is to increase this number to better reflect the ethnic make-up of our recruitment catchment area (Greater London and the South East).

64 per cent of staff were female, which is slightly lower than the sector (71 per cent) but higher than the UK population as a whole. The average age was 37.6, a slight increase on 2009, and under the sector average of 40 years. Only 20 per cent of staff were over 45 and an aim for 2011 will be to retain and employ older staff through the promotion of a new retirement policy. This will also take into account the abolition of the UK retirement age.

4.1 per cent of staff declared themselves to have a disability, higher than the sector average of 2.7 per cent.

The Amnesty International UK director sits on the Equality and Diversity Working Group, which meets regularly to progress our three-year Equality and Diversity action plan. Amnesty International UK also participated in the University of East London's Ethnic Minority Graduate Mentoring scheme, joined Hackney Schools' 'Inspire' work placement scheme for young people, and targeted recruitment to more diverse audiences.

RECRUITMENT AND RETENTION

In order to achieve our objectives, meet our legal obligations, and to support our members and activists, we need paid staff who are professionally qualified in their specialised field, as well as volunteers.



In our last staff survey, 91 per cent of respondents said they were proud to work for Amnesty International UK. In a difficult operating and economic environment in 2010, many charities had to make staff cutbacks. However, Amnesty International UK maintained its investment in its people and experienced the lowest staff turnover level for more than four years at 12.2 per cent.

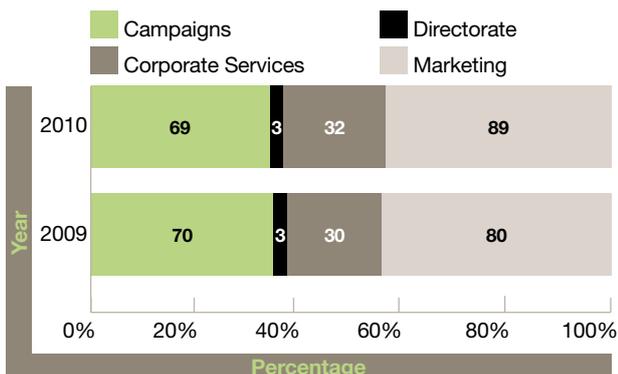
Staff as at December 2010

Number of employees.....	193
Number of full-time equivalent staff.....	170
Working in London.....	184
Working in Northern Ireland.....	4
Working in Scotland.....	3
Working in Wales.....	2
Permanent employees.....	158
Fixed-term employees.....	35
Part-time staff.....	56

Staff numbers at 31 December 2010 had gone up by 10 (5 per cent) since March 2009. This increase, particularly in marketing, is part of our medium-term growth strategy to generate more income. We expect a similar rise in 2011, particularly in the areas of marketing and fundraising.

Our recruitment and selection policy ensures that all staff are recruited on merit, and formally and fairly judged against other

STAFF NUMBERS IN AMNESTY INTERNATIONAL UK (March 2009 - Dec 2010)



OUR PEOPLE, POLICIES AND PRACTICES *continued*

internal or external candidates. Amnesty International UK is a sought-after employer and received Targetjobs 'Most Popular Graduate Recruiter' award in the charity and not-for-profit sector in 2010. We have been nominated again for 2011.

Amnesty International UK benchmarks salaries against those in the sector. We operate a clear and transparent pay scheme of six grades, each with a set number of annual incremental steps based on service. We do not pay staff bonuses or overtime, offering time off in lieu for hours worked over 35 per week. The number of staff in each grade is shown in the table below.

AIUK Salary scale (Full time) Includes London Weighting	No of Employees at 31 Dec 2010
£26,263 – £32,040	48
£29,614 - £38,169	55
£38,198 - £44,555	67
£49,447- £56,242	19
£60,554 - £66,523	3
£89,236 - £95,206	1
Total	193

In 2010 we made a commitment to pay the London Living Wage, not only in salaries paid to staff, but also to people contracted through agencies to work for us on site.

WELLBEING

Improving the wellbeing of staff was a key objective in 2010. We were particularly keen to address absence due to stress and mental health. This accounted for 44.4 per cent of all recorded sickness absence in April 2009 to March 2010 and was dominated by one or two individuals with long-term absences. Although 80 per cent of staff say they often enjoy doing more than is demanded of them at work, we are keen to avoid the risk of overwork or stress.



To improve wellbeing we:

- signed up to the national Mindful Employer initiative
- revised our stress risk assessment
- appointed a new occupational health service
- ran two 'Know Your Numbers' days where staff could have free cholesterol and blood pressure checks.

On 3 November 2010 UK National Stress Awareness Day, we ran events, talks and workshops, both fun and serious, to promote our stress policy. We also launched a stress survey organised by the trade union.

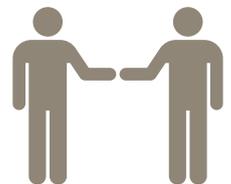
The number of days of sickness absence relating to stress and mental health fell in 2010 to 24.7 per cent, with no long-term absences.

Sickness (9 months to 31 December 2010)

→ Total days absenteeism	212
→ Average days absenteeism per FTE*	1.1
→ Reportable injuries (RIDDOR) [§]	0
→ Absenteeism due to reportable injuries	0

PARTNERSHIP WORKING

Amnesty International UK 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.



As well as informal communication channels, the director and head of human resources meet union representatives on a formal basis every six weeks at the Joint Negotiating Committee (JNC). The union also has a direct forum for communicating with members of the Board and the senior management team every four months at Joint Consultative Committee (JCC) meetings. And once a year senior management and the union meet at a 'Working in Partnership' session to review the relationship and agree objectives for the coming year.

POLICIES AND PRACTICES

In 2010 Amnesty International UK published five revised or new human resources policies: grievance; adoption; probation; recruitment and selection; bullying and harassment. All were the subject of consultation and agreed with the union.



Informal feedback tells us that our flexible working policy remains one of the most popular benefits. The statistics back this up: 24 applications for flexible working were made and approved, either in full or part, in 2010, and now 25 per cent of staff work either flexible or non-standard full-time hours and a further 23 per cent work part time, either at their own request or as suits the role.

*Full time equivalent.

[§]Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

STAFF ENGAGEMENT: STAFF AND VOLUNTEER SURVEYS



Amnesty International UK conducts regular staff and volunteer surveys, and we have good response rates (72 per cent of staff completed the last survey). The next staff survey will be completed in April 2011 and will provide a yardstick for assessing progress over the last 18 months. Results will be captured in our 2011 Annual Report.

Our last staff survey in October 2009 confirmed a number of positive factors about Amnesty International UK but also highlighted some challenges and areas for improvement. After consultation with staff we established and implemented an action plan to address these. Four areas where we have sought to make progress in 2010 are:

The challenge... BULLYING

One in 10 staff reported they had experienced bullying or harassment by another staff member in the previous 12 months. This is not as bad as in the UK workplace as a whole (one in four allege they are experiencing bullying at work and one in eight are affected by bullying – *National Bullying Helpline* 2010), but it is not acceptable to us.

Our response in 2010: Continuing efforts to reduce this we

- strengthened our independent bullying and harassment adviser team by recruiting two more members
- increased attendance at our bullying and harassment training – 86 per cent of line managers and 83 per cent of non-management staff have now attended
- revised our bullying and harassment policy.

Current status: At the end of year we found that, unlike the previous year, there had been no calls to our counselling service, either by staff or volunteers.

This will be further assessed in our 2011 staff survey.

The challenge... IT RESOURCES

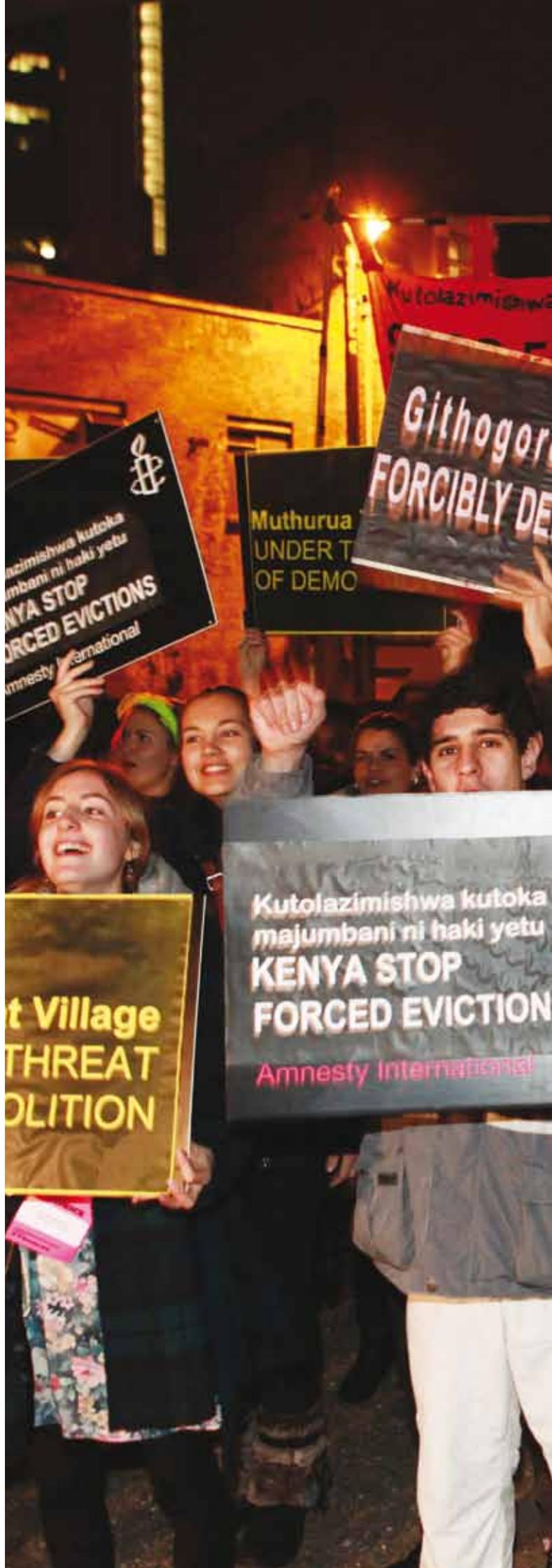
41 per cent of our workforce did not consider that they had access to the IT resources they needed to work effectively.

Our response in 2010:

- We replaced 100 of our oldest computers.
- We completed an IT strategy in 2010 for implementation in 2011.
- We completed the implementation of our Mascot database – a significant tool for managing day-to-day information.

Current status: Mascot has been implemented effectively, within budget and deadlines. Read more on page 50.

The IT strategy will be translated into specific projects and objectives in early 2011.



The challenge... PERFORMANCE MANAGEMENT

43 per cent of staff said they did not feel that Amnesty International UK managed poor performance effectively.

Our response in 2010: We began to move to a stronger performance management culture. Actions included

- development and publication of an action plan, including training for managers and non-managers
- sourcing and appointing providers for a training course on performance management
- placing a greater organisational priority on the completion of annual personal development reviews.

Current status: The return rate for personal development reviews remained disappointingly low at 60 per cent. We aim to significantly improve on this in 2011.

Performance management training commences in 2011.

We will ask staff if they have seen an improvement in this area in the 2011 staff survey.

The challenge... SENIOR MANAGEMENT LEADERSHIP

Less than half the staff felt that the senior management team provided effective leadership or direction.

Our response in 2010:

- We appointed consultants to work with senior management, both collectively and individually, including undertaking a '360 degree' feedback exercise.
- Senior management made changes in the way they work to improve perception by staff.

Current status: The 2011 staff survey will ask staff for their views to inform next steps in senior management development work.

Our volunteers

We rely heavily on volunteers working alongside our staff. We have 110 office volunteers and over 200 bookshop volunteers. Our last survey in 2010 told us that 81 per cent of volunteers work at least once a week, and a third have been with us for over four years.

Volunteers contribute on many levels. As one measure we estimate that volunteers in our offices and bookshops gave over 95,000 hours in April-December 2010 - worth over £750,000.*

As in the recruitment of staff, we operate fair and open competition for office volunteer roles. These are identified by supervisors, a role profile agreed, and the vacancy advertised, usually on our website. Applications are shortlisted and those best meeting the criteria are invited to interview. Volunteer vacancies in the bookshops are advertised locally.

*Assuming the London Living Wage of £7.85 in 2010.

72 per cent of our volunteers are female, similar to the staff ratio, but the ethnic background breakdown is more diverse with 24 per cent of volunteers classifying themselves as being from a BME background. The average age is 30. Four volunteers (3.6 per cent of survey respondents) declared a disability.

WHAT DO VOLUNTEERS THINK ABOUT AIUK?



Our last volunteer survey at the end of 2010 had a 43 per cent response rate. The majority of people were overwhelmingly positive about their volunteering experience.

- 93 per cent said they are aware of AIUK's long-term goals
- 90 per cent feel committed to those goals
- 93 per cent said they would tell people that AIUK is a good place to do voluntary work
- 75 per cent agreed or strongly agreed that AIUK communicates well with volunteers
- 95 per cent think they are treated with fairness and respect
- 95 per cent are proud to volunteer at AIUK

Our capability

NEW MEDIA PROJECT IN 2010 What was this project?



AIUK's existing website has been live since 2005. During those five years web technology has moved on apace and the nature of the design of our existing website has made it very difficult for us to make the changes to it that we need in order to keep up with our audience's expectations.

The current website has a number of limitations from an operational perspective. Key functionality is missing which is needed in order to be able to build a compelling user experience for visitors to the site. Two examples of this are that it is impossible for supporters to either renew their membership online, or to change the value of their donations online.

From a campaigning perspective, our website does not reflect the needs of our activist supporters and the work they do in the community.

For these reasons we decided to commission a new website in 2009. A rigorous tender process was held in early 2010 and the agency Razorfish appointed to design and build our new website. We set an initial budget of £325,000 for the

project and aimed to launch the new website in Autumn 2010. Unfortunately, we did not meet this objective in this plan period and work on the new website is still ongoing.

What happened?

The key challenges we faced in the development of our new website were:

→ **Time:** We set an aggressive timetable for the design, build and implementation of the new website. It quickly became apparent that the complexity of our challenge, and the consensual nature of our decision-making would require a longer time-frame in order to deliver our new website.

→ **Money:** It became clear in 2010 that the original budget would not be adequate to deliver the whole project. This was down to a number of factors including the longer time-frame and a much more detailed understanding of the bespoke, often complex, developments required to meet supporter needs. Although we spent less than £100K in 2010 itself we will need to spend more to complete the project.

→ **Internal capacity and expertise:** There were some key staff changes on the AIUK project team which had an impact on our project management. On the negative side this meant some lack of continuity in managing the agency and the overall project. More positively, we added to our digital capacity and expertise at AIUK by appointing a Head of Digital in October 2010. We now have a permanent team in place and greater stability in the project team.

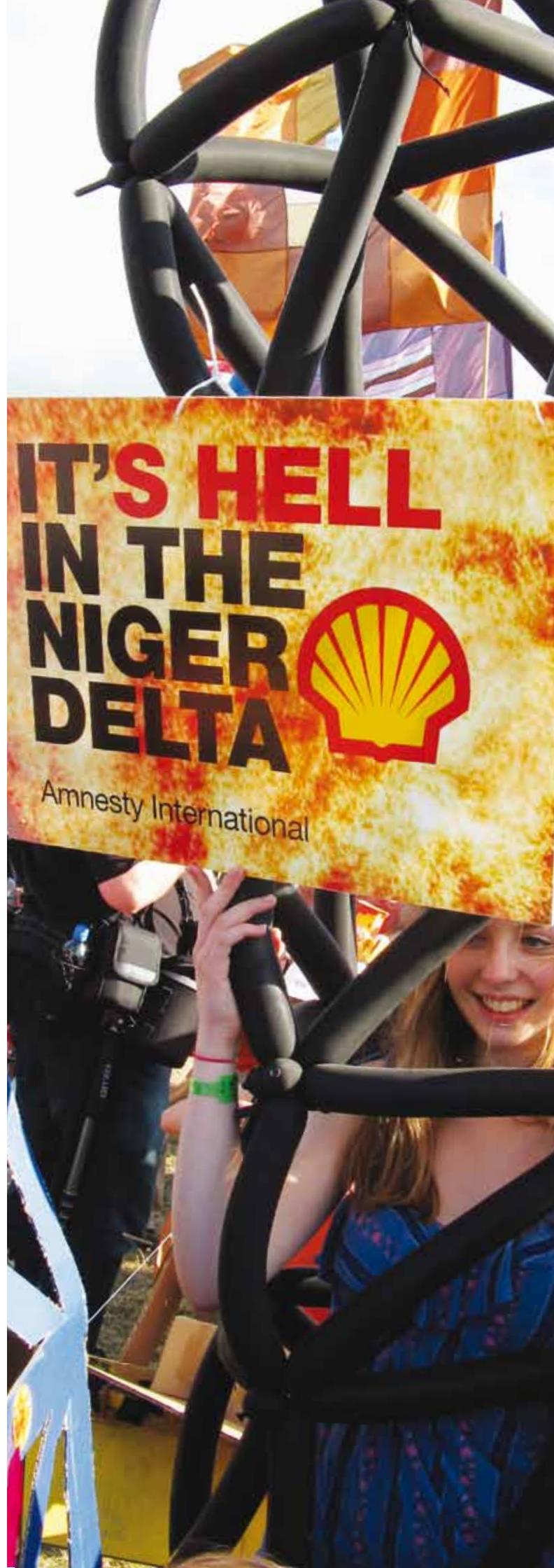
→ **Developments from the international movement:** It became apparent during the course of the year that our new website would need to comply with a new international goal of sharing the same open source technology across the movement. This meant a change to the requirements for the site. It also became clear that we would need to launch the new site under the new international brand guidelines. This meant we had to incorporate emerging brand strategy into our requirements.

What was the expected performance?

By the end of 2010 we had completed most of the 'discovery' phase of the project. We had explored in depth the needs of our activists and other supporters from the site, and our own campaigning needs. The next stage of the project is to prioritise from our long list of requirements, and from there start to build the site.

What resources have been committed to this project?

In the 2010 period we spent less than £100,000 on the website



project and will take time to project plan effectively. We expect to confirm a new project budget in early 2011.

What next?

We have a digital road map phased into six releases over the next three years and aim to launch the first release in Autumn 2011.

MASCOT PROJECT IN 2010

What was this project?

Mascot is a database management system. It was developed to support a step change in the way that we manage our relationships with key stakeholders. Its purpose is to provide the tools needed to allow AIUK to deliver supporter care standards that meet our supporters’ expectations. In particular the tool would:

- give AIUK a comprehensive, ‘360-degree’ view of supporters and their involvement with AIUK, enabling AIUK to better manage its contact and relationships with supporters
- continue the development of a one-stop-shop for supporter care.

The Mascot acronym refers to the name of the database and stands for ‘members, activists, supporters, contacts, organisations and third parties’.

What was the expected performance?

AIUK launched the Mascot project in September 2006 and completed stage 2 of the project in September 2008. AIUK scheduled to complete the remaining stages of the Mascot project by the end of December 2010. The 2010 Operational Plan reiterated this expectation in establishing a priority:

To complete the implementation of the Mascot system at AIUK by the end of December 2010.

The Programme met this objective and Mascot was launched in December 2010.

What resources have been committed to this project?

When the project was first commissioned in 2006 a budget of £500,000 was established in the business case for the programme. By September 2008 expenditure of £699,000 had been incurred and AIUK commissioned an independent review of the project and made a number of changes. At this time a revised budget of £944,000 was set for the project.

Some of these increased costs were concerned with supporting our existing database system while Mascot was being developed. The Mascot project when completed in 2010 came within the revised project budget.

What next?

Mascot is functional and operating successfully in AIUK today. While the key project deliverables have been completed, the benefits and value from the new Mascot system will need to be assessed in the future.

FEEDBACK MECHANISM IN AIUK 2010

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.

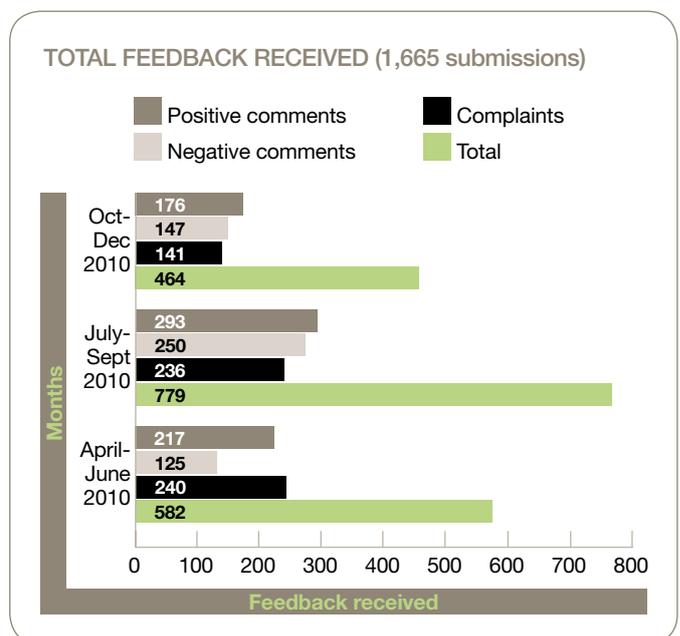
Our stakeholders whom we engage and seek feedback from include:

- members
- activists and local groups
- students
- members of the public
- donors and financial supporters
- network participants
- coalition and campaign partners.

In the nine months to 31 December 2010, Amnesty International UK received 1,665 recorded pieces of feedback – more than eight submissions for every weekday over the period.

Our supporter care standards include:

- telephones covered from 9am to 6pm
- all complaints receiving an acknowledgement letter within seven working days and a full response within 20 working days.



Support for death row prisoner:
demonstration at the US embassy;
London © Reuben Steains

Around two-thirds of our feedback reflects negative comments or complaints, with the remainder recording a positive comment and/or experience from supporters and members of the public.

The issues attracting the most feedback are our campaigns and campaign positions. 37 per cent of all feedback is related to a particular campaign stance.

We received a total of 502 instances of positive feedback about our work. The positive feedback was dominated by:

- **our campaigns:** 125 instances of positive feedback, including 30 relating to our Burma campaign, and 18 to our Shell campaign
- **the contents of our materials:** 47
- **general non-specific positive feedback:** 253
- **other issues eg events, media work:** 77.

We also received 628 instances of negative feedback about:

- **our campaigns:** 269, including 45 concerning Gita Sahgal, a former employee of the International Secretariat, 33 on Gaza and Israel and the Occupied Territories, and 20 on our position on sexual and reproductive rights
- **the contents of our materials:** 151, including 30 relating to AIUK raffles
- **administration:** 74, for the handling of financial and administrative transactions eg changes in direct debits
- **other issues eg events, media work:** 77.

AIUK 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 the reporting period we received 493 complaints about:

- **our campaigns:** 231, including 93 concerning Gita Sahgal, a former employee of the International Secretariat, and 30 on our position on sexual and reproductive rights
- **the contents of our materials:** 62, including 22 about our 'Member get member' project
- **fundraising:** 81, including 41 about street fundraising, and 34 about telemarketing.

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.



ENVIRONMENTAL IMPACT

At Amnesty International, the issues of environmental protection and climate change have very significant human rights implications. In particular, we believe that failure to act effectively on climate change could result in widespread violations of the rights to life, to health, to water, to food, and to housing.

As a movement we are accountable for the environmental impact of the whole organisation, including, for example, groups and activists. The Human Rights Action Centre (HRAC) in London provides the base for 184 of our 193 staff and hosts many public events, and so represents the largest physical 'footprint' of our activities. We are committed to measuring, assessing and reporting on its environmental impact, and will continue to develop our ability to do this.

We intend to implement reporting on the impact of Amnesty International UK's wider activities such as our bookshops, regional offices and group/activist/member activities. We also need to assess and report on the impact of our business travel in the near future. This section therefore focuses on:

- the impact of our work at the HRAC
- our use of energy, materials and waste, water, and staff commuting.

HUMAN RIGHTS ACTION CENTRE (HRAC)

Last year saw an increase in use of the HRAC, with more staff working there and more computers required. There was also a 6 per cent increase in the number of events hosted compared with the previous year. While pleasing from one perspective, these events have added to our resource and energy usage.

Amnesty International UK recognises that there is more to be done to improve our environmental performance. Strategically, our focus is on collecting accurate, timely data on HRAC resource use and using this to track progress and determine effective ways to further minimise its environmental impact. We outline here the data collected on HRAC resource use in 2009/2010 and in 2010 (calendar year) for comparison purposes.

ENERGY

Each year we monitor our energy use based on criteria set by the Carbon Trust. The HRAC is a recently refurbished building and relatively energy-efficient. The only direct energy source is natural gas, which we use for heating and hot water. The only indirect energy source is electricity, which powers our lighting, cooling systems and office equipment. It does not currently



come from renewable sources.

During 2009-10 we used:

→ Direct energy: gas

1,366 Gigajoules / 70 tonnes CO2 equivalent emissions*

→ Indirect energy: electricity

1,545 Gigajoules / 232 tonnes CO2 equivalent emissions

Total: 302 tonnes CO2 equivalent emissions

During 2010 we used:

→ Direct energy: gas

807 Gigajoules / 41 tonnes CO2 equivalent emissions

→ Indirect energy: electricity

1601 Gigajoules / 242 tonnes CO2 equivalent emissions

Total: 283 tonnes CO2 equivalent emissions

There was a small increase in electricity consumption over 2010 which requires further investigation, but is likely to be set against increased activity in the office, more computers, and an in-house telefundraising team working evenings and weekends. A voltage optimisation unit to reduce electricity consumed was installed in August 2010 and we expect to see results in the next reporting period. Meanwhile, our computer and screen replacement programme allowed us to invest in more energy-efficient units. The programme finished at the end of the reporting period so the benefits of this investment will show in 2011's power usage figures.

Our reduction in gas use compared with 2009/10 is surprising and we are investigating the factors behind this and whether this scale of reduction is sustainable.

Overall our carbon emissions from energy have decreased compared to 2009/10. We do not currently report on how much electricity is generated from renewable forms of generation as there is a substantial cost for accessing this information from our suppliers.

WATER

During the 2009-2010 financial year we used 1736 m3 of water. By the end of 2010 we estimate that usage rose to 1914 m3. In early 2011 we investigated the likely causes behind our increased water use and discovered several slow leaks in our water tanks that are to be repaired in 2011.

All of our water is drawn from municipal sources and all wastewater is discharged to municipal sewers for processing. We have installed water-saving devices in all of our toilets.



*Note the CO2 tonnes Equivalent measure considers all six of the Kyoto Protocol greenhouse gases allowing them to be compared on a like-for-like basis relative to one unit of CO2.

MATERIALS AND WASTE

As a campaigning organisation AIUK uses significant amounts of paper and card in our communications and office work. We buy recycled paper and card wherever possible, and where it is not appropriate to use 100 per cent recycled materials, we buy from sustainable sources.



We continue to decrease the amount of waste produced overall, despite increases in activity. This year our total waste was 32.5 tonnes; an average UK household produces around one tonne of waste a year.

Tonnes of waste produced 2009-10

37.7 tonnes

66% of waste recycled

Tonnes of waste produced 2010

32.5 tonnes

59% of waste recycled

While total waste has reduced compared to last year, the proportion sent for recycling has also decreased. This has meant an extra 0.5 tonnes of waste to landfill or incineration. Our focus in 2010 has been on replacing recyclable products with reusable ones for example, replacing disposable cups with crockery.

We aim to ensure we maintain our recycling rate above 66 per cent in 2011.

The level of hazardous waste we produce is minimal, consisting primarily of used batteries, fluorescent tubes, paints, solvents and so on. It is separated from other waste, then collected and processed by a licensed waste carrier.

STAFF COMMUTING

The HRAC is in central London and most staff travel to and from the office by public transport, cycling or walking, limiting the environmental impact. Even so, during 2009-2010 we began to calculate the amount of greenhouse gas emissions from staff commuting. Our calculations are based on an annual staff survey and an estimation methodology from the Carbon Trust.



In 2010 we estimate emissions from staff commuting increased by 12 CO₂e tonnes, from 66 CO₂e tonnes in 2009-2010 to 78 CO₂e tonnes in 2010. We are exploring the reasons behind this increase and assessing what steps we might practically take to reduce emissions.



Amnesty International

NEXT YEAR

We will investigate the data collected and continue to monitor energy use and implement initiatives to reduce our environmental impact in 2011. Key objectives include:

- reducing use of gas and electricity by 5 per cent through stronger monitoring of temperature settings
- improving recycling facilities in our public spaces for events
- further reusing and recycling to minimise waste going to landfill or incineration
- measuring carbon emissions of our business travel.



Amnesty supporters demonstrate outside the Nigerian High Commission © Marie-Anne Ventoura

RESOURCE ALLOCATION

WHERE DOES OUR MONEY GO?

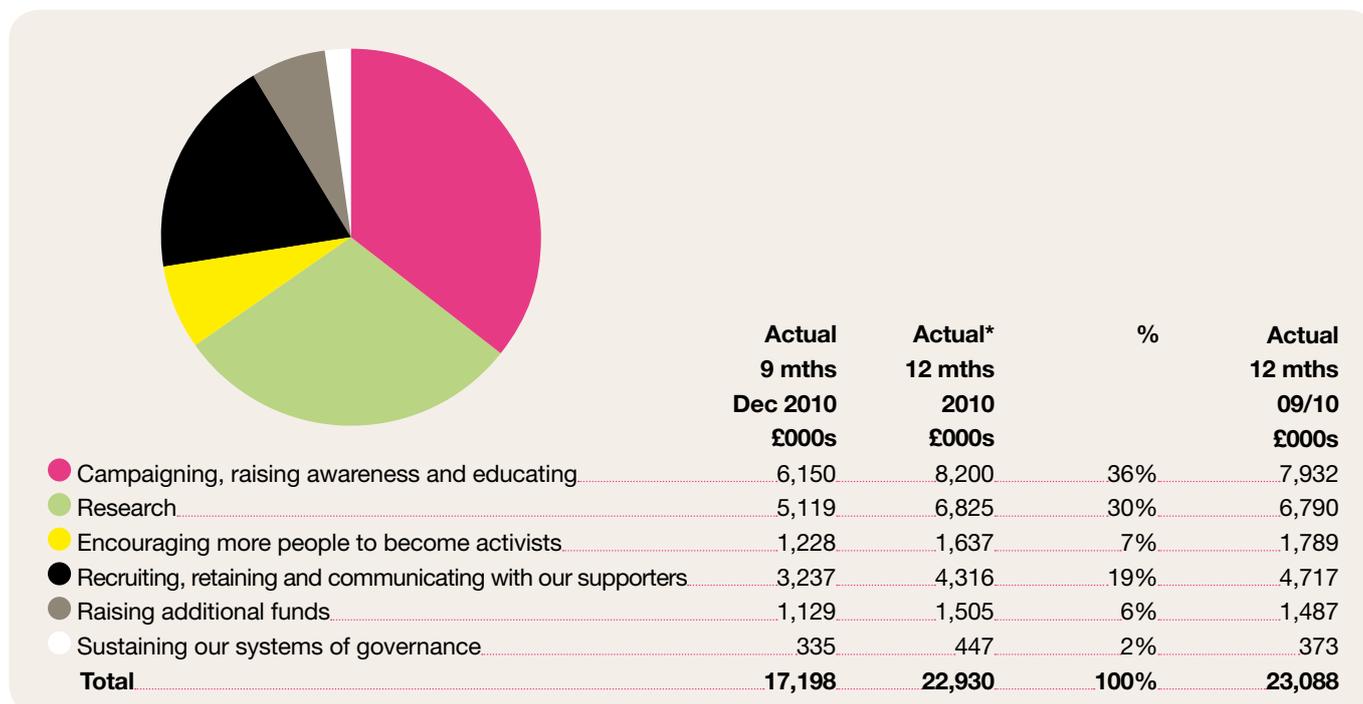
In the nine months to 31 December 2010 AIUK spent £17.198 million to carry out its work. These funds were applied to the work and campaigns that we have briefly touched on in this report. For the purposes of financial accountability we can categorise this expenditure as:

- campaigning, raising awareness and educating
- research
- encouraging people to become activists
- recruiting, retaining and communicating with financial supporters
- raising additional funds
- governance costs.

The vast majority of our expenditure (two thirds) is allocated to campaigning and research that sustains our campaigning work which is highlighted in the table below.

You will notice in the tables below that we made a pro-rata uplift of our nine-month period figures to 'annualised' twelve-month equivalents to allow better comparison with prior years.

HOW WE SPENT OUR MONEY – THE TOP LINE



Our total annualised expenditure was very similar to the previous twelve-month period. The main driver of the change in the percentage spend was the reduction in expenditure on recruiting new supporters in 2010 which we discuss earlier in this report.

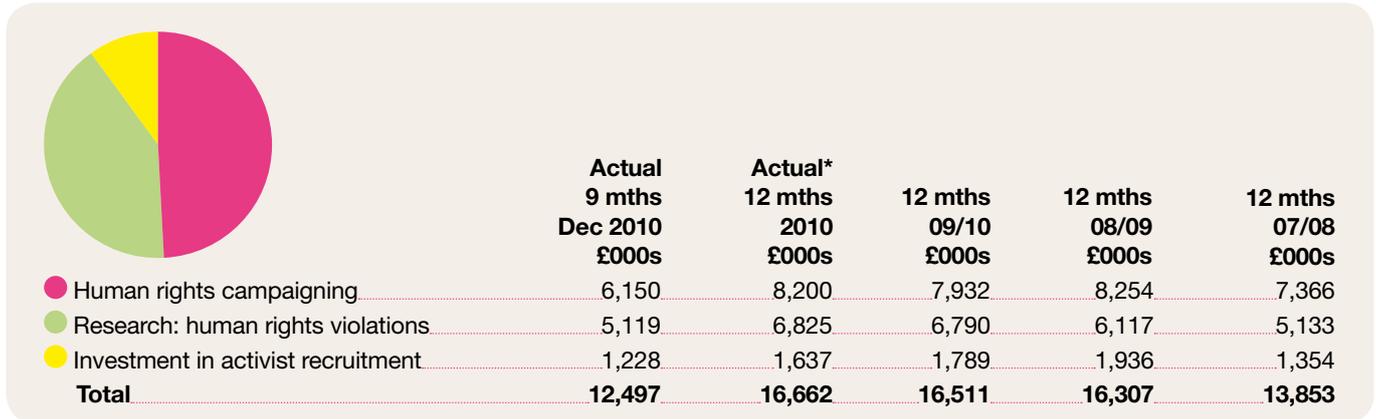
- A total of £12.497 million or 73% of total expenditure was spent on our human rights work in 2010.
- A total of £4,701 million or 27% of total expenditure was spent on fundraising and governance.

*Annualised (data divided by 3 and multiplied by 4)



INCREASED RESOURCES BEING APPLIED TO HUMAN RIGHTS WORK

There has been a steady growth in expenditure on human rights work since 2007/08 when annualised expenditure grew from under £14 million a year to over £16 million a year.



The table above shows an increasing proportion of our human rights expenditure being spent in support of the worldwide Amnesty movement. This trend is likely to continue as Amnesty focuses more of its expenditure in the global south and east.

ANALYSIS OF HUMAN RIGHTS CAMPAIGNING IN THE UK

Our expenditure on human rights campaigning in the nine-month period was £6.150 million, with an annual equivalent of around £8.200 million. This is broken down into the following types of expenditure:

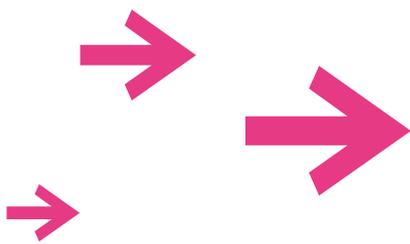


It is important to acknowledge in reviewing these figures that these account for financial costs that we record, and they say little about the hours of dedicated effort and support that our volunteers, activists and partners put into supporting our campaigning efforts.

STAFF COSTS AND SUPPORT COSTS

Charity Commission research* indicates that one of the most important areas that people may be concerned about are staff costs and support (or overhead) costs. We have detailed our salary bands paid to all staff on page 46.

*Charities Commission (July 2010) 'Public trust and confidence in charities'



... hours of dedicated effort and support that our volunteers, activists and partners put into supporting our campaigning efforts

Looking at our financial information from this perspective, we can report that

- 31% of our total expenditure in 2010 was spent on staff costs; and
- £5.3 million was spent on salaries in the period to 31 December 2010 (including National Insurance and pension costs)
- the majority of staff costs are incurred in campaigning and core human rights work
- there has been a slow and gradual increase over the last few years in the allocation of resources spent on staff costs from 27% in 2007/08 to 31% in 2010 in line with an increase in the total number of staff that occurred over that period. One factor behind this increase is that we have identified areas where it is more efficient to work in-house than to outsource.

Our staff costs (including National Insurance and pension costs) in 2007/08 to 2010 are outlined in the table below.

STAFF COSTS

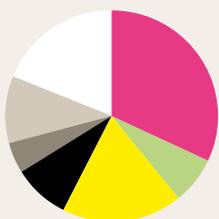


	Actual 9 mths Dec 2010 £000s	Actual* 12 mths 2010 £000s	Actual 12 mths 09/10 £000s	Actual 12 mths 08/09 £000s	Actual 12 mths 07/08 £000s
● Human rights campaigning in the UK	2,922	3,896	3,847	3,517	3,061
● Income generation	1,296	1,728	1,655	1,723	1,405
● Support and governance	1,092	1,456	1,412	1,353	1,235
Total staff costs	5,310	7,080	6,914	6,593	5,701
Total spend	17,198	22,931	23,088	22,680	21,492
% staff spend	31%	31%	30%	29%	27%

Managing our support costs

Our support costs or 'overhead costs' have reduced slightly since 2007/08 from 19.7% of total expenditure to 18.8% in 2010. These costs account for necessary administrative expenditure that goes to support our movement.

SUPPORT COSTS



	Actual 9 mths Dec 2010 £000s	Actual* 12 mths 2010 £000s	Actual 12 mths 09/10 £000s	Actual 12 mths 08/09 £000s	Actual 12 mths 07/08 £000s
● Support staff costs	1,033	1,377	1,339	1,429	1,323
● Staff/volunteer training/welfare	232	309	309	429	160
● Premises costs	597	796	805	982	894
● Irrecoverable VAT	279	372	353	389	366
● Interest payable: mortgage loan	149	199	234	239	246
● Depreciation	327	436	576	562	593
● Other support costs	609	812	622	458	655
Total support costs	3,226	4,301	4,238	4,488	4,237
Total spend	17,198	22,931	23,088	22,680	21,492
% support costs	18.8%	18.8%	18.4%	19.8%	19.7%

We are conscious of the need to control our support costs. Nevertheless the support areas of Amnesty are important for our long-term organisational development and effectiveness. These include recruitment and development of staff and volunteers, maintaining and developing our IT infrastructure, making the Human Rights Action Centre a welcoming and safe environment for the thousands of visitors and maintaining good financial stewardship.

*Annualised (data divided by 3 and multiplied by 4)

RISK MANAGEMENT

Amnesty International UK works in an ever-changing environment and the organisation faces fast-moving opportunities – and risks. At the end of 2010 we decided to strengthen our risk management and initiated a review of our approach. The outcome of this work will be detailed in our 2011 Annual Report.

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.

ORGANISATIONAL RISKS

In some instances we cannot prevent organisational risks from becoming reality. But we can plan suitable responses.

Loss of trust and confidence

A loss of trust and confidence is a significant risk for an organisation that relies upon voluntary support, participation, and reputation – particularly democratic organisations such as Amnesty International. Such loss could occur for a number of reasons, but is most likely to be if our behaviour and actions appear to be inconsistent with our values. Key risks may be:

→ Transparency and accountability

AIUK has many areas of work where we want to improve our performance. We do not always get it right and we may make mistakes. Failure to account for those instances openly risks undermining our values and eroding our support base.

→ Actions of other parts of the Amnesty International movement

Issues affecting any part of the global Amnesty movement can have a major impact on our ability to retain existing supporters and recruit new ones, or to raise funds from other external sources. We have to react rapidly on such occasions, but how we deal with them must be in accord with our core values

Demonstrating the impact of our work

Amnesty International presents a compelling case for support. It is not always easy to explicitly prove that our actions generated a particular result. But we will always need to demonstrate the impact we make in the world – and to do this, we need to develop and strengthen our planning, monitoring and evaluation systems over the next few years.

Economic environment

→ Perceptions about our reserves

The current economic environment presents considerable uncertainty. Within that context Amnesty International UK is also managing perceptions about its current reserves position, with £4.8 million in reserves above current requirements. We plan to draw on these reserves in 2011 so they will fall significantly. However, the existence of additional reserves may inhibit financial support especially in today's economic climate. We aim to counter this by open communication, transparency and accountability about our resources and plans.

→ Economic conditions

The economic environment places real pressures on household incomes and job security, particularly in the public sector where cuts in expenditure and employment levels are expected. This, in turn, is challenging for our fundraising objectives.

Amnesty International's growth strategy is designed to provide real resources from the global north to the global south.

Country sections like AIUK have strong memberships, an established voice for human rights – and resources to maintain a high profile. Globally, the movement aims to support and build the human rights movement in countries throughout the global south. However, we recognise that the performance of the UK economy, inflation and exchange rate volatility will all have an effect on whether our growth targets are sufficient to deliver this contribution in 'real' terms.

SYSTEMS AND PROCEDURES

Our main risk management strategies are outlined below and reflect a combination of planning, monitoring and review. Oversight of these systems is led by the Finance Subcommittee of the Amnesty International UK Section Board.

→ Insurance

We have insurance policies for most business risks, including: property and equipment, business interruption, personal accident and travel, charity trustees indemnity, employers liability cover, public liability cover.

→ Policies and procedures

Amnesty International UK maintains an extensive set of policies to manage its normal day-to-day risks. These include child protection, health and safety, corporate relations, procurement, travel.

→ Planning and contingency plans

AIUK has in place a business continuity plan and crisis response plans.

→ Control systems

These include: a Project Initiation Panel (PIP) with oversight of proposed project work and budgets; a Content Approval Panel (CAP) responsible for communications and creative work; and financial controls and approval processes.

FINANCIAL COMMENTARY

What we planned for April to December 2010

The budget for the nine-month period April to December 2010 was set by the Amnesty International UK Section Board in February 2010. Mindful of the projected surplus reserves of around £4 million ahead of the reserves target, the Board agreed significant investments in three main areas:

- A budget of £2.4 million for the recruitment of new Amnesty supporters and activists. This was based on the desire to expand our support base, which has been reducing over the last five years.
- Additional support of £400,000 to the global Amnesty movement within the 2009-2010 financial year, and consideration of similar additional contributions during 2011 and 2012.
- An allocation of £440,000 for the development of a major new digitally-based website to allow supporters and activists to interact with Amnesty more effectively. We report on this project on page 48.

The UK Section Board agreed a budget deficit of £1.7 million for the period.

Performance during the year including major events and variances

It became obvious early in the period that we would find it difficult to make the planned investment in supporter recruitment. Delays in our website development also meant that we deferred expenditure scheduled for 2010.

These delays in expenditure were the major contributing factors to our planned deficit of £1.7 million becoming a surplus of over £550,000. Other income and expenditure areas were broadly in line with expectations. Gross income was very close to budget although there were some variations in sources of income.

Budget 2011 and beyond

During 2010 the leadership team within Amnesty International UK developed a clear strategic direction for the next six years. The main financial component was to accept the challenge set by the global Amnesty movement to increase our total income by 35 per cent between 2011 and 2016. This is a difficult target, but it is one we want to tackle because we recognise the need for Amnesty to extend its effective human rights impact across the world, particularly the global south and east.

Reserves targets

Our surplus reserves have increased significantly since 2007.

- As at 31 December 2010 unrestricted free reserves (net current assets) stood at £8.5 million.
- The target free reserves are currently £3.7 million.

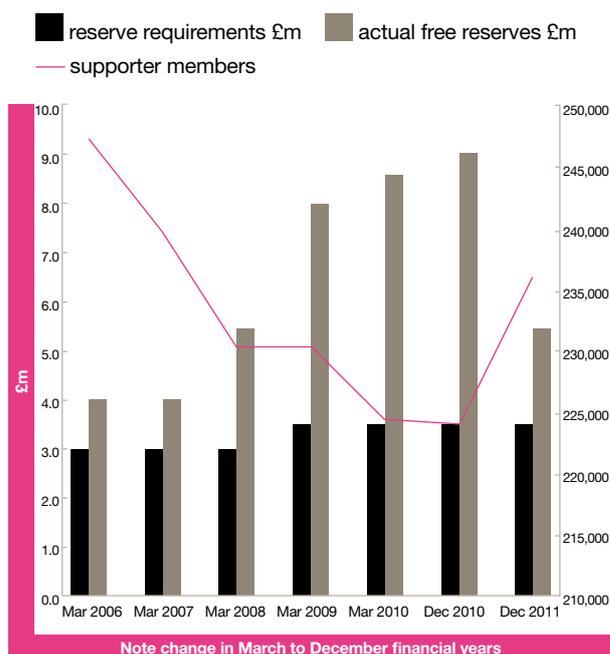
Surplus of reserves above requirement

The surplus of unrestricted free reserves above target at 31 December 2010 stood at £4.8 million.

We aim to reduce the amount of reserves held by approximately £3.8 million by the end of 2011. We will do this by:

- increasing our contribution to the global Amnesty movement to support work in other parts of the world
- increasing our investment in recruitment of supporters and activists.

RESERVE GROWTH 2006-2010 AND BUDGET FOR 2011



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 nine-month period ended 31 December 2010:

- 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 nine months ended 31 December 2010.



Don Bowtree (senior statutory auditor)
For and on behalf of BDO LLP, statutory auditor
Gatwick
United Kingdom
8 April 2011

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

COMBINED STATEMENT OF FINANCIAL ACTIVITIES FOR THE NINE-MONTH PERIOD ENDED 31 DECEMBER 2010

	Unrestricted Funds 9 mths Dec 2010 £000s	Restricted Funds 9 mths Dec 2010 £000s	Endowment Fund 9 mths Dec 2010 £000s	Total 9 mths Dec 2010 £000s	Total 12 mths Mar 2011 £000s
Incoming resources from generated funds					
Voluntary income					
Subscriptions and donations from members and supporters	12,191	184	-	12,375	15,711
Legacies	1,553	-	-	1,553	2,571
Gift Aid	1,169	-	-	1,169	1,442
Grants	-	278	-	278	322
Total voluntary income	14,913	462	-	15,375	20,046
Activities for generating funds	2,112	-	-	2,112	2,780
Income from pursuit of objectives	200	-	-	200	210
Investment and other income	65	-	-	65	103
Total incoming resources	17,290	462	-	17,752	23,139
Expenditure					
Cost of generating voluntary income	3,232	5	-	3,237	4,717
Activities for generating funds	1,129	-	-	1,129	1,487
Total cost of generating funds	4,361	5	-	4,366	6,204
Expenditure in pursuit of objectives					
Human rights campaigning	5,889	261	-	6,150	7,932
Research: human rights violations	5,119	-	-	5,119	6,790
Investment in activist recruitment	1,228	-	-	1,228	1,789
Total expenditure in pursuit of objectives	12,236	261	-	12,497	16,511
Governance costs	335	-	-	335	373
Total resources expended	16,932	261	-	17,198	23,088
Net surplus for the year before revaluation	358	196	-	554	51
Unrealised loss on revaluation on investment asset	-	-	(4)	(4)	(12)
Net movement on funds	358	196	(4)	550	39
Total funds brought forward	15,624	169	224	16,017	15,978
Total funds carried forward	15,982	365	220	16,567	16,017

COMBINED BALANCE SHEET AT 31 DECEMBER 2010

	Dec 2010 £000s	Dec 2010 £000s	Mar 2010 £000s	Mar 2010 £000s
Fixed assets				
Tangible fixed assets	10,768		11,091	
Investments	<u>220</u>		<u>224</u>	
		10,988		11,315
Current assets				
Debtors	2,160		1,363	
Cash at bank and in hand	<u>8,041</u>		<u>8,225</u>	
	10,201		9,618	
Creditors: amounts falling due within one year	<u>(1,068)</u>		<u>(1,197)</u>	
Net current assets		9,133		8,421
Creditors: amounts falling due after more than one year		(3,554)		(3,719)
Total assets less current liabilities		<u>16,567</u>		<u>16,017</u>
Reserves				
Restricted				
Endowment	220		224	
Grants	<u>365</u>		<u>169</u>	
		585		393
Unrestricted				
Undesignated	15,932		15,574	
Designated	<u>50</u>		<u>50</u>	
		15,982		15,624
Total reserves		<u>16,567</u>		<u>16,017</u>

These financial statements are now approved by the Board and authorised for issue on
2nd April 2011



Brian Landers, Treasurer

COMBINED CASH FLOW STATEMENT FOR THE NINE-MONTH PERIOD ENDED 31 DECEMBER 2010

	9 mths Dec 2010 £000s	9 mths Dec 2010 £000s	12 mths Mar 2010 £000s	12 mths Mar 2010 £000s
Net cash inflow from operating activities		74		957
Returns on investment and servicing of finance				
Interest received	35		80	
Interest paid	(149)		(234)	
Net cash outflow from return on investments and servicing of finance		(114)		(154)
Taxation				
Corporation tax paid		0		0
Capital expenditure and financial investment				
Payments to acquire tangible fixed assets	(9)		(140)	
Net cash outflow from capital expenditure and financial investment		(9)		(140)
Financing				
Decrease in long term debt		(165)		(94)
(Decrease)/increase in cash		(214)		569

MORE ABOUT THIS REPORT



Statement GRI Application Level Check

GRI hereby states that **Amnesty International UK** has presented its report "Annual Report 2010" 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, 30 May 2011

A handwritten signature in blue ink, appearing to read "Nelmara Arbex", is written over a faint, large watermark of the GRI globe logo.

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

***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 10 May 2011. GRI explicitly excludes the statement being applied to any later changes to such material.*

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. Further details about the charter are available at www.ingoaccountabilitycharter.org

GLOBAL REPORTING INITIATIVE (GRI)

As well as meeting the terms of this charter, our report also seeks to comply with the principles of the Global Reporting Initiative (and, more specifically, the G3 guidelines). We have used these guidelines because they provide a framework for reporting on social, environmental and governance matters. They also help organisations to compare themselves with peers and track progression and improvement over time. This report has been assessed against the GRI application levels and assessed as meeting Application Level B. There are three different Application Levels: A, B and C. Reporters are required to assess their Application Level and GRI provides verification of the application level achieved.

The detailed GRI Content Index which supports our Report Application Level B is included as an Annex to our Online Annual report and is available at www.amnesty.org.uk

The report's content and structure have been defined by an Editorial Board drawn from staff from different areas in Amnesty International UK.

AIUK's policy is to apply the GRI indicators and protocols as specified. As AIUK is in transition to a new financial year, this is a nine-month report. Some data in this report is presented on an 'annualised' basis (actual data divided by 3 and multiplied by 4) to allow a degree of comparability with previous 12-month periods.

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.

For further information about this report please contact our Transparency and Accountability Manager:
Email: 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 £2.35 to print based on a print run of 3,000 copies following a competitive tender.

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

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