

# Amnesty International's Global Strategy (2021-2028)

## First Draft

Amnesty International was created to uphold, protect and develop the international human rights framework established after the Second World War – in a world that came to be divided in our imaginations between free and unfree. That is the period when Amnesty made its name, shaping culture, changing politics, and winning many victories.

But the world has changed profoundly. Colonialism may be largely gone, but its legacy shrouds the world. Absolute poverty has shrunk, but inequality has grown wider and more entrenched. Globalisation has generated unprecedented wealth but accelerated a climate emergency. Technology has opened up immense possibility across many fields of human activity but has the potential to subvert democracy and have negative impacts on human rights. The old power dynamics underpinning relations between nations have shifted as China joins the USA as a superpower, multinational corporations hold sway over states, and intergovernmental institutions no longer hold the same promise as a stabilising force.

In a world of ever-growing complexity, simple answers are appealing. The politics of identity are ruthlessly exploited by those with influence to divide populations, demonise minorities and dissenters, and cling to power and wealth. The era in which Amnesty International made its name was marked by the idea of name-and-shame. We now live in an era where leaders increasingly enjoy being named and have no shame.

But people are fighting back. Across the world, movements are rising up against the abuse of power, and the intersecting forms of political, economic and social exclusion it causes. From the so-called Arab Spring to the protests in Hong Kong and the demonstrations in Chile, what began as responses to specific events or policies have evolved into much wider protests against structural inequities that favour the powerful at the expense of ordinary people. Protests are one form of claiming a different future, but beyond the streets people are organising online and offline to create new models of community and solidarity.

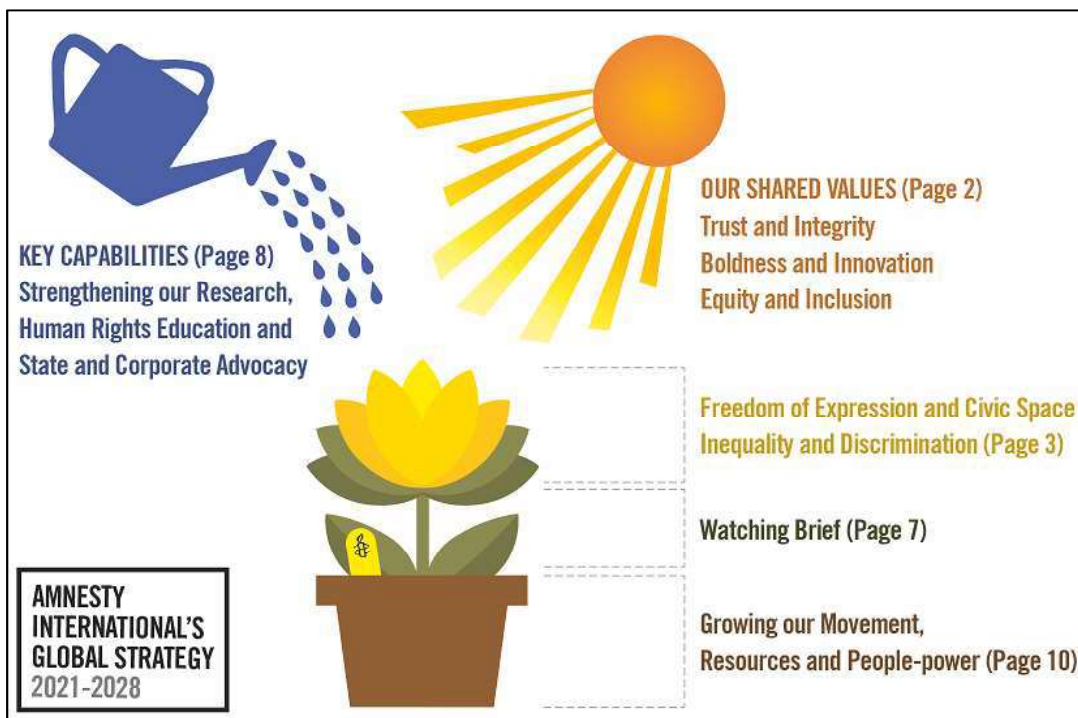
These people-powered movements, these hopes for a fairer future, are here to stay, and Amnesty will be standing with them. Drawing on our strengths, including evidence-based research and advocacy, **we will reinvigorate Amnesty as a campaigning force which brings together our local roots and our global reach. We will use our resources and our own constituency of people to build bridges between movements and individuals standing up for human rights, to listen, and to amplify their voices.**

In doing this, we will have a dual focus. **We will stand up for freedom of expression, association and assembly, seeking to hold open and expand the space for civic engagement – offline and online. We will also stand up for economic, social and gender justice, seeking to reduce inequalities. Working with diverse communities, we will persuasively promote freedom, equality and human rights solutions which resonate with the values and needs of societies.**

People everywhere are hungry for a more just world. As the climate crisis looms, as technology subtly reshapes our interactions, and as corporations prise open ever more areas of our lives for profit, the scene is set for existing inequities to become even more entrenched and human rights violations to

worsen. Yet the opposite is also possible. Our task is to ensure government policies and actions, corporate practice, and other systems of power are shaped in a way that puts human rights at their centre. As a strategy that takes Amnesty into 2028, we will be engaging with the world as it is, understanding and adapting to shifts in power. This will include wider and deeper interactions with corporations, and fully appreciating and responding to the increasingly prominent role which China plays in the world, remoulding the multilateral system and wielding immense new power through infrastructure investment and state-owned enterprises.

This strategy will move Amnesty to a position where it can build on its strengths, its history and wins over the last five decades and continue to create the conditions of freedom and equality in which humanity can flourish in today's world.



## OUR SHARED VALUES

Our statute articulates some core values that underpin the principles for our human rights work. A *complementary* set values can create a strong and supportive organizational culture and is imperative for maximising human rights impact. The purpose of these values is not only to underlie a strong organisational culture, but also improve diversity and inclusion, and reaffirm our commitment to gender equality and women's rights – all key components to implementing the new strategy and working towards "One Amnesty".

**Equity & Inclusion** - We celebrate the rich diversity of our movement and prioritize creating an inclusive culture:

- We centre connectedness, wellbeing and belonging for our activists, partners, and staff, and treat everyone with dignity, respect, empathy and compassion;
- We believe in justice, equity, *feminist leadership*, and challenging power structures so that we can ensure empowerment and participation for all;
- We stand in solidarity with rights-holders and other communities of activists in both local and global contexts.

**Trust & Integrity** - We come together as a community of human rights activists with a shared purpose and commitment:

- We collaborate on local and global levels and recognize our interdependence;
- We are open and honest with one another, behave and make decisions in integrity with our values, and are accountable to each other and our shared mission;
- We recognize that the power of our movement depends on the quality of our relationships and the strength of our mutual trust.

**Boldness & Innovation** - As passionate human rights activists, we always seek to increase our impact:

- We know the world is constantly changing, so we have to be creative, responsive, agile and adaptable;
- We are courageous, willing to try and test new things and take informed risks so that we can “fail forward”;
- We work together, celebrate our wins, and continually learn as we strive for effectiveness, excellence, and sustainability.

#### **CONSULTATION SPOTLIGHT**

- What do these concepts mean in practice for those who are part of our movement and organisation? What implications would these values have in the way we work?
- Would these values inspire Amnesty members, staff, and volunteers and create the conditions to maximise our human rights impact?
- Should Amnesty include an explicit commitment to feminist leadership in its next strategy?

Further Information on how these values were developed, and more information on *Feminist Leadership* can be found in the "Explanatory Note".

#### **OUR HUMAN RIGHTS GOALS**

**By 2028 we want to create a world where people are able to stand up for the protection of human rights and create more equal, inclusive and rights-respecting societies and economies.** To achieve this, Amnesty will invest significant resources and campaigning force on a focused and interconnected set of priorities for our movement – Freedom of Expression & Civic Space and Inequality & Discrimination – while maintaining a *watching brief* on other core human rights areas. Our work on priority areas will initially **make up overall 70% of Amnesty’s activities and resources worldwide – and progressively move to 80% by 2028.**

- Two long-term goals will drive our work on the priority areas until 2028 – broken down in

more specific and shorter-term global outcomes to be achieved by 2024. These outcomes were developed acknowledging the interconnection and indivisibility of human rights. For instance, some elements of the issues covered by the Watching Brief are included in these outcomes, such as work on discrimination of refugees and migrants. The outcomes were also informed by three cross-cutting lenses of analysis that are key to understand the future of human rights: technology, corporate power and the climate crisis.

- Global outcomes are grouped in seven focus areas, with two of them cutting across both priorities: protecting and empowering individuals and communities at risk, and changing attitudes and narratives for human rights;
- Amnesty will invest in **building knowledge and skills** across its staff and volunteers on those areas of work that suggest scaling up from our current capacities. Work on those outcomes will be phased in accordingly;
- Amnesty will also take a two-pronged approach to strengthening **women's rights and gender mainstreaming** in its thematic work – by ensuring an intersectional lens of analysis is referenced explicitly to cut across the whole portfolio, but also by including specific outcomes that elevate work on women's rights under Inequality & Discrimination. On top of this, gender mainstreaming will also continue to be a key lens for our internal operations and organisational culture.

## **FREEDOM OF EXPRESSION AND CIVIC SPACE**

**GOAL 1** - By 2028, people are flourishing in greater numbers thanks to the freedom and ability to shape a just and fair world for the protection of their human rights and those of others. Global solidarity for the protection of human rights has been strengthened.

### **Focus 1: Strengthening freedom of expression and association**

- 1.1 States amend and repeal, or are prevented from introducing, laws and practices used to restrict freedom of expression and association - including but not limited to overbroad public order acts, counter-terrorism legislation, blasphemy laws, NGO and trade-union restrictive regulations.
- 1.2 States introduce and enforce strong data protection laws; tougher requirements for the spyware industry; and legal protections for whistle-blowers, including from strategic litigation against public participation.
- 1.3 Tech-giant corporations (Google, Facebook etc.) reform their surveillance-based business models; reform algorithms that enhance polarization, extremism, discrimination and intolerance; and ensure that their online platforms are free from abuse and misinformation.

### **Focus 2: Securing the right to peaceful assembly for all**

- 2.1. Governments increasingly facilitate and protect the right of peaceful assembly, acting decisively to reform policing practices, regulating the use of less-lethal weapons and securing adequate accountability for law enforcement officials – particularly during protests or other forms of assembly and civic action.
- 2.2. Individuals who are taking action during protest movements or other forms of assembly are protected from arrest, torture, unlawful detention, unfair trials and a vibrant global network of activists shows solidarity in their support.
- 2.3. The legal framework of peaceful assembly, including civil disobedience, and the public understanding of what constitutes legal and legitimate protest, is protected and where relevant

expanded in line with human rights standards.

Amnesty will deepen its analysis of, and work on, the violations of socio-economic rights driving protest movements and of the discriminatory norms driving the use of restrictive laws. It will also focus on those disproportionately affected by violence, abuse or harassment when exercising their rights to freedom of expression, association and assembly due to their gender, ethnicity, caste, Indigenous identity, class and other forms of social origin, religion, disability, sexual orientation, age, gender identity or other factors – and their intersection.

## **INEQUALITY & DISCRIMINATION**

**GOAL 2** - By 2028, equality and inclusion have been increased as a result of actions taken by states to reduce inequalities and discrimination, reign in corporate power and address the climate crisis – in line with human rights standards.

### **Focus 3: Reducing inequalities and promoting gender justice**

- 3.1. States deliver adequate services and measures or policies to protect the right to health, adequate housing and education – including, but not limited to, through the mobilisation of increased resources, and allocating them fairly, to ensure the realisation of fundamental economic or social rights for all.
- 3.2. States increase access to sexual and reproductive rights – including by decriminalising abortion; respecting and protecting individuals' right to bodily and personal autonomy and ensuring access to age-appropriate sex education focusing on consent, relationships, sexual and bodily integrity.
- 3.3. States increase protection from and prevention of rape and other forms of gender-based violence.
- 3.4. States introduce laws and policies, that enable people to secure their right to work, and aim to guarantee minimum incomes and social security for all, resulting in millions more people enjoying their right to an adequate standard of living.
- 3.5. States introduce reforms that strengthen internationally recognised labour rights and remove discrimination and exploitation faced by workers - including those working in the informal economy and doing unpaid labour, particularly women; and take robust action to stop human trafficking and modern slavery.
- 3.6. Globally, progress is made towards adoption of fair global tax rules, closing loopholes that allow corporations to avoid taxes, and ensuring taxation is used as a means towards addressing inequality and decarbonizing the economy.

Amnesty will strengthen its analysis and focus on those disproportionately affected by inequality due to gender, ethnicity, caste, Indigenous identity, class and other forms of social origin, religion, disability, sexual orientation, age, gender identity or other factors – and their intersection. Throughout this area, Amnesty will also strengthen its ability to analyse states' fiscal policies and develop recommendations on how to maximise the mobilisation of resources to realise economic and social rights for all.

### **Focus 4: Reducing corporate power and its negative impact on equality**

- 4.1. Governments require companies to respect human rights throughout their operations and supply

chains – including to abide by workers’ rights, end use of fossil fuels and prevent other negative environmental impacts, respect rights of Indigenous Peoples, minorities and local communities, refrain from tax evasion and aggressive tax avoidance - including through corporate crime prosecutions in the most serious cases.

- 4.2. States legislate mandatory human rights due diligence requirements for corporations, and regulations for transparency in corporate-government relationships that effectively reduces or contains corporate influence on governments.
- 4.3. Governments introduce human rights protections related to the development and use of artificial intelligence systems by corporate actors and the public sector use of such systems in contexts such as criminal justice, welfare provision, or healthcare.
- 4.4. Globally, progress is made towards a strong treaty on business and human rights at the United Nations level.

#### **Focus 5: Ending the climate crisis by securing a safer and more equal future for all**

- 5.1. States will have implemented a set of policies and practices reflecting their human rights obligations, to end dangerous climate change that combines ambitious plans to reduce emissions of greenhouse gases, robust regulations requiring companies to phase out fossil fuels, and favour of human rights-consistent clean energy, and policies to reduce inequality and ensure a ‘just transition’. Human rights are at the centre of government climate regulations, and the transition is used to increase equality, rather than perpetuate inequality.
- 5.2. Wealthier States eliminate their international financing of fossil fuels, provide financing to poorer countries to assist them reduce emissions, protect people from climate impacts, and provide remedy to those whose human rights are harmed by climate impacts, and accept international commitments to this end.

#### **Focus 6 - across priorities - Protecting and empowering individuals and communities at risk**

- 6.1. Individuals and communities facing attacks, and threats or fear of violence, disappearance, or other violations are protected - including through effective solidarity actions.
- 6.2. Protection schemes and online/offline safe spaces for human rights defenders and activists - according to intersectional understanding of their identities, capacities and needs - are created and nurtured by communities, businesses, cities, universities, supporting thousands of activists and increasing the cost of governments for attacking HRDs or restricting the space for civil society.
- 6.3. Communities and individuals who face discrimination, particularly intersecting and multiple types of discrimination due to their gender or other forms of identity have access to justice and remedies – including through the robust implementation of existing human rights legal frameworks and policies.
- 6.4. Governments are deterred from carrying out programmes of grave or systematic discrimination against particular groups or are forced to end such programmes.
- 6.5. States repeal, amend or are prevented from introducing laws that criminalise disadvantaged groups (including but not limited to criminalisation of sex work, drug use, homelessness) and laws that criminalise civic action (including but not limited to criminalisation of solidarity with migrants, asylum-seekers and refugees) or laws which discriminate against certain groups based on their identity (e.g. women and girls, LGBTI people, refugees and migrants).
- 6.6. Amnesty is successful in contributing to enhanced digital security for civil society, creating secure platforms, providing legal information, advice, and security numbers in coordination with

other organisations.

6.7. Amnesty is successful in amplifying the voice and providing its platforms for individuals, communities and movements fighting for freedom of expression, climate, gender and social justice.

### **Focus 7 – across priorities - Creating knowledge, attitudes and narratives for a human rights embracing future**

- 7.1. Taking action for freedom of expression, gender and social justice is viewed positively across regional and country contexts. Narratives ‘making action cool again’ are dominating art, pop culture products as well as traditional and alternative media.
- 7.2. More segments of society, including corporate decision-makers and politicians, recognise that inequality is unsustainable, avoidable and accept that we must achieve transformative change to avert a climate disaster – and create a world that is a more just one, not less.
- 7.3. Across regional and country contexts, Amnesty has been successful in demonstrating the indivisibility of rights and fostering a new sense of solidarity within and across borders. People consider that support for human rights is non-negotiable and a strong majority believe that human rights must be ensured for all, without exception.

### **CONSULTATION SPOTLIGHT**

The strategy's ambition is to identify the outcomes where Amnesty can add most value in the coming years and to make these measurable. For this purpose, the final strategy will articulate a high-level vision for 2028 for each priority area and a more precise set of global outcomes to be achieved by 2024 framed as mid-strategy targets.

- To what extent do you think these suggested global outcomes reflect the type of impact we need to achieve under the two priorities until 2028?
- To what extent are these outcomes relevant and applicable to your local context?
- The suggested outcomes will be translated into targets and narrowed down, where necessary. What outcomes are the most realistic to achieve within the timeframe of the strategy? How could these outcomes be further refined?

Further Information on how the global outcomes have been developed can be found in the "Explanatory Note".

### **Our *Watching Brief* Portfolio**

Amnesty will continue to deliver impact on a broader set of human rights issues building on its expertise, reputation and impact. Amnesty will carry out proactive monitoring of key country and regional human rights situations and provide urgent actions, reactive research, campaign and communications interventions to achieve impact and hold governments to account. While some of these issues will inevitably intersect and contribute to our global priorities' outcomes, their broader portfolio of work will be pursued as a **Watching Brief - making up overall 30% of Amnesty's activities and resources worldwide – to be progressively phased to 20% by 2028.**



- **Protecting those affected by abuses in Conflict** - *People affected by conflict have access to protection and assistance, and governments and armed groups do not carry out attacks that fail to distinguish between civilians and combatants, or which cause disproportionate civilian harm. Victims of war crimes and other crimes under international law have access to justice and redress, and governments and individuals are held to account by national, regional and international institutions and mechanisms.*
- **HR abuses in the criminal justice system (such as torture, unfair trials and detention, extrajudicial killings etc.)** - *Criminal justice systems and human rights accountability mechanisms provide effective remedies, reduce impunity, operate in compliance with and guarantee the implementation of international human rights standards. They are not being bypassed by mechanisms or measures limiting or circumventing human rights protections. At the same time, the criminal justice system is not being used against decisions or conduct protected by international human rights standards.*
- **Protecting Refugees & Migrants** - *People fleeing conflict, crisis, torture, persecution, or environmental issues have access to adequate protection as well as integration opportunities, and more states establish or increase fair, safe and legal routes into their countries.*
- **Ending the Death Penalty** - *Significant progress is made to eliminate the death penalty, help the prohibition of the death penalty become a norm of customary international law, as well as combat regressive trends in its use.*
- **Arms Trade** - *People are protected from the effects of the irresponsible arms trade and governments and companies are held accountable for the human rights impacts of the trade*

#### **CONSULTATION SPOTLIGHT**

- Does the suggested balance between the *priorities* and *watching brief* bring adequate focus to our work, yet allowing for flexibility?
- Does the suggested approach provide an overall *inspiring* portfolio of work and vision for our supporters and society at large?

Further Information on our *global priorities* and the *watching brief* - and their practical implications - can be found in the "Explanatory Note".

#### **STRENGTHENING OUR ABILITY TO ACHIEVE CHANGE**

As articulated in our statute, Amnesty International's mission is to undertake research and action focused on preventing and ending grave abuses of human rights. We systematically and impartially research the facts of individual cases and patterns of human rights abuses. Our overall theory of change is to publicize such findings, and members, supporters and staff mobilize public pressure on governments and others to stop the abuses. Amnesty will continue to work using a broad range of tactics and approaches - such as campaigning, strategic litigation, advocacy, communications and so on. At the same time, over the next strategic period we will *invest* and *innovate* in a series of key



capabilities. These investments are necessary to strengthen Amnesty's ability to put pressure on decision-makers and become a more effective and relevant organisation over the next eight years.

### 1. RESEARCH

Impartial and high-quality research on human rights violations is one of the core components of Amnesty's theory of change. To better respond to continued attacks, repression against freedoms, and deepening inequality - we will strengthen our research portfolio with both real-time investigations that can be deployed in crisis-like situations and in-depth bodies of evidence that can drive longer-term change.

- Amnesty will continue to conduct high quality research that produces *increased* high-quality, timely, and actionable research outputs that are accessible to wider audiences.
- Amnesty will *increase* capacity and support to carry out investigations that deliver human rights impact in real-time - as well as develop long-term bodies of work and evidence.

### 2. HUMAN RIGHTS EDUCATION (HRE)

To achieve our human rights vision, we will bring people along with us and create an engaging proposition and narrative for the future. As countries with a long association with human rights are increasingly turning their backs on the very idea of human rights, public support for the notion of human rights is also decreasing. Our campaigns for legal and policy changes will be strengthened by investing in Human Rights Education so that they enjoy the support of large or key portions of society.

- Amnesty will invest in achieving key attitudinal and/or behavioural change targets that can directly support our human rights change objectives (i.e. changes in law and policy).
- HRE work is aligned with Amnesty's key thematic priorities – by targeting key audiences to bring them into the organisation, transition them to activism and mobilisation, and retain supporters.
- Our activists and supporters – with a particular focus on youth - have the knowledge, attitudes and skills to create their own campaigns, advocacy and HRE initiatives and contribute to rights respecting societies and narratives.

### 3. STATE & CORPORATE ADVOCACY

The systems, dynamics, and geopolitics of power are changing in the world, and Amnesty's campaigns must become smarter and more agile to reflect that. We will strengthen our infrastructure and analysis to better identify and respond to the influence of corporate actors, as well as the states and global institutions that are new in the human rights influencing space.

- Amnesty will deploy strategic and coordinated advocacy efforts to better map and target increasingly influential state actors (e.g. China, relevant Inter-Governmental Organisations) for the protection of human rights.
- Amnesty will increase capacity and support to investigate the link between corporate actors and human rights violations and campaign against relevant corporate actors to tackle them.
- Amnesty will increase the frequency with which it targets corporate actors across its programmes and campaigns.

#### CONSULTATION SPOTLIGHT

- What is the likelihood of the investment in these capabilities making Amnesty more effective to achieve human rights impact?

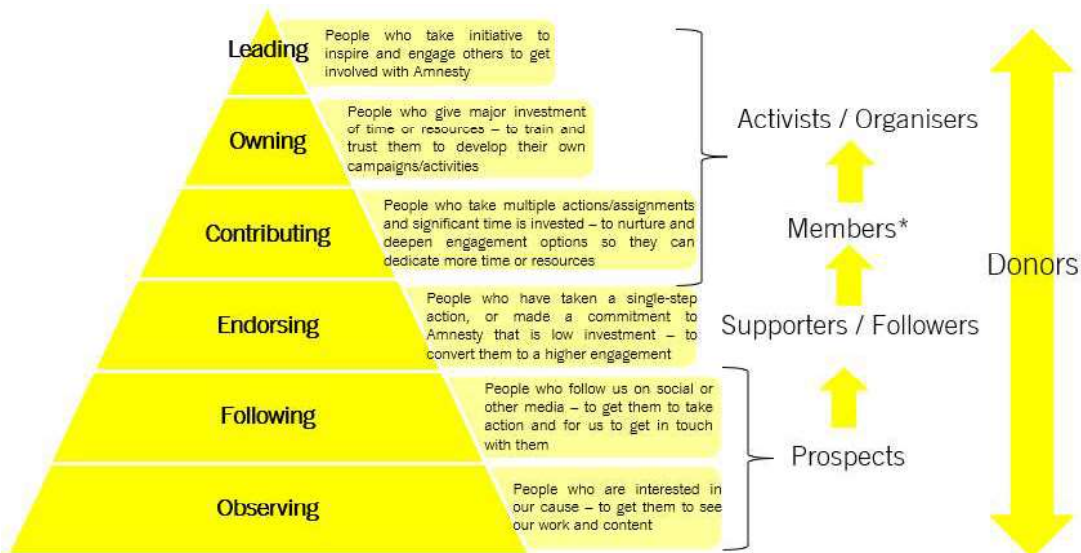
Further clarity over the distinction between activism and organising, and other key terms, can be found in the "Explanatory Note".

## 4. GROWING OUR MOVEMENT, RESOURCES AND PEOPLE-POWER

Amnesty amplifies *individual* and *collective* power by supporting and equipping individuals as change-makers for human rights. Amnesty can achieve this through its influence as an *organisation* but also through its *own people-power movement*. Over the next eight years our commitment is to strengthen Amnesty's *own* people-power movement by empowering our activists and supporters to become more independent and connected to grassroots campaigning, as well as becoming a stronger organisation that can support and empower *other* people-power movements for the protection of human rights. In short, Amnesty will be a connector, supporter, and amplifier of movements for change - providing resources, expertise and capacities to others as well as building its own people-power constituency.

### 4.1. Strengthening Amnesty's people-power movement

Amnesty's human rights impact comes from our research, our campaigning and our people-power. All of these are based on attracting and retaining supporters and donors who are willing to fund our research and campaigning work and participate in our campaigns. Our collective vision is one of a movement that can attract and retain *new supporters*, increases its diversity, and is able to retain and engage them fully in Amnesty's campaigns through contributing to *activism, organising initiatives, and financial support*. The following *global engagement pyramid* articulates a joint vision for what Amnesty can offer its membership.



\*Paid membership is a model which may not suit every section. Some may decide to convert supporters directly into more engaged activists or organisers

As a people-power movement we will develop campaigns, content, and support that can deliver on this vision – to ultimately build and retain our people and strengthen our influencing potential. To track and monitor this vision, we commit to a series of global outcomes which will shape what Amnesty’s membership will look like by 2028.

**Growth in SUPPORTER + MEMBER BASE**

- Increase in number of supporters globally and a percentage of them (to be determined) are converted to member, donor, activist or organising activities.
- Increase in diversity of our membership and supporter-base – focusing on those most affected by the human rights issues Amnesty works on

**Growth in ACTIVISM**

- Creation of a global digital mobilisation platform that can increase the volume and human rights impact of our supporters’ mobilisation, grow our activism and achieve financial growth as a result.
- Increase of mobilisation of Amnesty supporters/members/activists at scale that contributes to human rights impact.
- Increase in time commitment and depth of actions both online and offline.

**Growth in ORGANISING**

- Activists develop and lead campaigns, advocacy, and HRE initiatives that contribute to human rights change and create new knowledge, attitudes and models of action and solidarity in target communities.
- Increased connection with civil society by encouraging cross-movement membership and activism of Amnesty activists.
- Activists contribute to community-based and organising alternatives as part of Amnesty’s campaigns.

**CONSULTATION SPOTLIGHT**

These suggested outcomes will be further refined and framed as a series of measurable targets, after further movement input and feedback. In particular, our supporter base growth target will be framed as a numerical target in the final strategy. The target will be calculated taking into account existing external funding linked to supporter growth and mobilization, and from the fundraising commitment the movement will agree to.

- Do these outcomes give Amnesty an ambitious vision of what our movement should look like by 2028?
- Does this approach create a clear connection between the growth of our movement, its activities, and the human rights impact we want to achieve?
- How can a new digital mobilisation platform help Amnesty International to maximise its membership growth and engagement?

Further information on the digital mobilisation platform can be found in the "Financial Sustainability" paper. Further clarity over the distinction between activism and organising, and other key terms, can be found in the "Explanatory Note".

## 4.2. Strengthening our work with partners and other people-power movements

Over the next eight years Amnesty commits to position itself as a supporter and connector of grassroots, local, and people-power movements for the protection of human rights - by amplifying their voices and causes whilst building bridges between them. This will require shifting our practices to be more inclusive of others in our work through building solidarity, and providing resources, expertise, and support as necessary.

- **Co-creation** - An increase in collaborative campaigns, research and advocacy in equitable and mutually beneficial relationships with organisations and communities.
- **Sharing our power** – An increase in sharing our media and campaigning platforms to amplify the voices and causes of partners and provision of effective support and training – appropriate to partners’ capabilities and needs.
- **Diversity** – An increase in the quality and quantity of joint actions with movements and communities working for gender, social and climate justice, including outside of the human rights movement, and a peer-exchange of tools and methodologies.

Across these outcomes Amnesty will particularly prioritise partners and movements who are youth-focused and led by those directly affected by the human rights issues we seek to address.

### CONSULTATION SPOTLIGHT

- Do these outcomes help Amnesty become a more desirable partner and one that can add value to the work of other human rights partners and people-power movements?

## 4.3. Growing Amnesty’s resources and income

Amnesty’s approach to and targets for income growth will be included in the final draft of the strategy – once the movement has been consulted on a series of principles and proposals guiding our fundraising approach. Please refer to the paper “building financial sustainability of the strategy”.