

Amnesty International members only

# **33<sup>rd</sup> International Council Meeting**

## **Circular 14: International Board and International Treasurer's Report (including update on implementation of 2015 ICM decisions)**

**AI Index:** ORG 10/6474/2017  
**To:** Sections and structures  
**ICM Session:** Session 6: International Board Report  
**From:** International Board  
**Date:** 11 July, 2017

### **PURPOSE STATEMENT**

This document summarises the International Board's activities during the 2015-2017 cycle for information during the International Council Meeting 2017.

### **DISTRIBUTION AND RECOMMENDED ACTIONS**

- Please circulate this document to all people in your section/structure who are involved in ICM discussions.
- This paper includes a proposed update to Amnesty International's approach to country prioritization, in response to Decision 9 of the 2015 ICM. The proposal is included as an appendix to this circular. ICM Delegates are asked to review the proposal and will have the opportunity to discuss and advise on ways forward at an ICM workshop dedicated to this topic.

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### Papers List

All ICM papers and background papers are available on the ICM website: password 2017ICM\_Rome (o = zero) [2017 ICM website](#)

Release date	Circular No.	Paper title (Circulars 1, 3 and 4 have been removed from this table, but are available on the ICM website)	Session	AI index number
Oct 2016	2	Call for internationally elected positions	N/A	ORG 50 4954 2016
June 2017	5	Section and structure voting entitlements	S26 & S27	ORG 10/6318/2017
June 2017	6	Second version resolutions, preliminary costings and draft agenda	Full ICM	ORG 10/6316/2017
June 2017	7	Governance Reform: The new Governance Model explained	Governance Reform working party	ORG 10 6247 2017
June 2017	8	Governance Reform: Frequently asked questions		ORG 10 6248 2017
June 2017	9	Development of a Policy on State Obligations on Elections	HR Pol working party	ORG 10/6310/2017
June 2017	10	Human Rights aspects of climate change		ORG 10/6302/2017
June 2017	11	Drugs and Human Rights		ORG 10/6311/2017
June 2017	12	Military Occupation as an Amnesty Policy Issue		ORG 10/6312/2017
June 2017	13	Civil disobedience and boycotts	S11 & 12: HR workshop 2	ORG 10/6181/2017
July 2017	14	Update on implementation of 2015 ICM decisions and International Board and International Treasurer's Report	S6	ORG 10/6474/2017
July 2017	15	Secretary General's report to the ICM	S6	ORG 50/6571/2017
July 2017	16	State of the movement report	S16	ORG 10 6459 2017
July 2017	17	Final version draft agenda, preparing for the ICM	Full ICM	ORG 50/6572/2017
July 2017	18	Nominations to internationally elected positions	S7	ORG 50 6568 2017
<b>Post ICM papers</b>				
Aug 2017	N/A	2017 ICM Decisions Report	N/A	TBC
Sep 2017	N/A	Report of the 2017 ICM	N/A	TBC

### Background papers

Release date	Paper title	Sessions	AI index number
July 2017	Discussion framework for Governance Reform Working Parties (FULL)	Governance Reform working party	ORG 50/6521/2017

#### Session key

	ICM plenary session		HR Policy working party
	ICM plenary: HR context		Workshop
	Governance Reform working party		Organisational working party
			Regional meetings

## INTRODUCTION

This is a report on the International Board's (Board) work over the last two years from October 2015 to May 2017. It focuses on the Board's actions and achievements in the discharge of its responsibilities, and its performance and results. The report is structured around the Board's four priorities for the period: Impact; Governance Reform; Growth; and the Global Transition Programme (GTP). These priority areas were standing items on the Board's meeting agendas throughout the cycle. There is a separate section for the International Treasurer's report.

In addition to these four priorities, the Board has carried out its fundamental fiduciary and legal responsibilities, ensuring oversight of the International Secretariat's (IS) and the movement's work in implementing the Strategic Goals. We encourage you to consider this report alongside the various other accountability reports, which include the Secretary General's (SG) report and the "State of the movement" report. The update on the implementation of the 2015 ICM outcomes, and the country prioritisation strategy which complements that update, can be found in the appendices below. Read together, they will give you a good overview of the Board's efforts and achievements since the last ICM.

## IMPACT

Focus and external input

Increasing impact for human rights was one of the two objectives of the GTP, together with moving closer to the ground. In this context, a focus on impact has been a standing item on the Board's meeting agendas throughout the cycle, with the Board hearing from AI chairs, directors, staff members and external experts at meetings to learn about AI's work, impact and how the Board can support efforts to embed emphasis on improved impact assessment across the organization.

Agreement of priority projects

Given the breadth of work undertaken across AI entities, a selection of priority projects were chosen to frame the main area of analysis for impact assessment, and tools were provided to assist the movement with its assessment.

New impact & learning system for the Strategic Goals

In 2016 the Board was pleased to support the new Impact and Learning system being implemented. It is designed to assess the delivery of the Strategic Goals and to build an evidence base of the organization's impact from all parts of the movement. The system is designed to advance the Board priority on impact assessment and to significantly improve AI's organizational capability in this area. It will identify where Amnesty International might need to make adjustments to the Strategic Goals and inform Operational Planning. Reporting from across the IS and sections and structures shows higher quality assessment that is allowing the movement to map outcomes (as well as gaps and risks) to each Goal and create a picture of progress.

A capacity building plan

Monitoring and evaluation is an area where many entities feel they need further capacity and support to develop. In 2017, the Strategy & Evaluation Programme will roll-out a capacity-building programme for entities, complimented by a process of peer learning to share best practice across entities.

## GOVERNANCE REFORM

Consultation and proposal development	<p>The Board, both through the Governance Committee and the Board as a whole, has spent a lot of time focussing on the Governance Reform since the 2015 ICM. Shortly after the last ICM, four working groups were set up to look at the various aspects of the Governance Reform (voting rights and membership; global governance structures and accountability; decision-making: processes and participation including use of technology and regional dimensions; and representation of gender, diversity and youth). These groups contributed to a Governance Reform interactive document that was sent to the movement for review and reflection in January 2016; the responses and subsequent proposals on the Governance Reform were discussed at a workshop that involved several section and structure representatives in April 2016, and at the CADF in July 2016 and in March 2017.</p>
CADF 2016 to January 2017	<p>After each CADF, the Board carefully considered the Governance Reform proposals based on the feedback during the various discussions. The revised Governance Reform model was discussed with the movement during a series of webinars between the 2016 CADF and the January 2017 ICM resolutions submission deadline. In January 2017, the Board sent out a document presenting the proposed changes to the revised Governance Reform model in detail. As part of the Governance Reform, the Board has submitted four Governance Reform resolutions to the ICM:</p>
Lead up to the 2017 ICM	<ol style="list-style-type: none"> <li>1) a resolution on the Statute of Amnesty International;</li> <li>2) a resolution on the Global Governance Regulations which provide the basic working procedures, covering the Global Assembly, the International Board and the Committees;</li> <li>3) a resolution on the Terms of Reference of the Preparatory Committee;</li> <li>4) a resolution on the Governance Reform Transitional Plans to bring us from the current model to the revised one.</li> </ol> <p>These were further refined after the 2017 CADF and the changes are reflected in <i>ORG 10/6316/2017 Circular 6: Second version resolutions, workshops and ICM agenda</i>. The Board is looking forward to the 2017 ICM discussions on the Governance Reform, in the hope of making the movement's global governance fit for purpose, more inclusive, and allow for speedier decision-making.</p>
Core Standards: self-assessment	<p>The movement and the Board/IS completed the Core Standards self-assessment in 2016 for a second time since 2013 when the Core Standards were approved by the ICM. This time around an action plan was developed for outstanding issues. The Board's 2016 self-assessment was prepared by the IS and reviewed by two Board members, before being considered and approved by the full Board. The Board noted improvements in compliance in several areas, and welcomed the additional steps of developing an action plan. The report on some key areas of the Core Standards is being submitted to the 2017 ICM as part of the <i>State of the movement</i> circular. As in 2015, the Board felt that it could benefit from an external review of the self-assessment and invited a section to review and scrutinise its self-assessment. A team from AI UK has undertaken this review of the Board's self-assessment, and the Board anticipates that this process with AI UK will provide some useful information and reflections on which to build a peer review mechanism for section reporting against</p>



External verification and peer review

the Core Standards. The results will be published alongside those of sections and structures.

## GROWTH

Co-option

At our Board meeting immediately after the 2015 ICM Carolyn Hardy was invited to remain on the Board as our co-opted member with expertise in fundraising and marketing, and the Board was delighted that she accepted. Carolyn has now reached the end of her term as co-opted member of the Board, and we thank her for her invaluable contribution to our work. The Board also took the decision to appoint Andre Banks as its second co-opted member in July 2016. Andre Banks' expertise on growing influence, audience and social impact has been highly valued by the Board over the last 12 months. Growth and fundraising discussions and updates have been a standing item on the Board agenda in this cycle. The Board also approved the fundraising policy in March 2016.

Fundraising policy

Goal 5

The Board has had good discussions with the Senior Leadership Team (SLT) on the growth plan for achieving Goal 5 of the Strategic Goals, which has a target of reaching 25 million supporters, including 4 million donors by 2020. The Board believes that the 25 million target is achievable, and that the movement has to agree on how to prioritise how and where to grow the movement. The Board has recently approved the terms of reference for a Goal 5 Accelerator that will aim to strengthen coordination across Amnesty International to accelerate progress towards the Goal 5 targets. Furthermore the Board approved the Goal 5 Strategy Framework in December 2016 which allows Amnesty International to build a stronger and more diverse movement globally and reach the Goal 5 targets. The proposed framework builds on the interconnectedness of these two Goal 5 targets and will enable maximum collaboration and effectiveness.

Goal 5 Strategy Framework

Fundraising in sections

The Board is pleased to see good financial figures coming in from several sections, but there are still challenges. The Board has encouraged sections to prioritise fundraising, and has suggested that all sections who contribute to the financial target of reaching €400 million by 2020, should identify one board member to be responsible for oversight of, or have a portfolio on, fundraising. The fundraising team in the IS has put in place a structure to support and advise the movement on fundraising channels and markets.

Growth Strategy 2011-2015 evaluation

The evaluation of the 2011-2015 Growth Strategy was commissioned by the Board as a commitment to the movement for the organisation to review its achievements against the goals of the 2011-2015 strategy and provide recommendations for the future strategy, particularly relating to Strategic Goal 5. The evaluation recognises that alignment of growth and impact in the strategy led to positive impact, and particularly growth in activism. However, the evaluation also raised concerns about the stagnation in some areas that did not grow, noting that systems and resourcing were not in line with the objectives. The evaluation also questioned the

commitment within the movement to the growth targets, but overall the evaluation supports the direction of travel with regards to growth.

## GLOBAL TRANSITION PROGRAMME

Board's oversight role	The Board's GTP oversight continued in the 2015-2017 cycle. The Board officers (Chair, Vice-Chair and International Treasurer) as well as Carolyn Hardy held calls with key members of the SLT every two months in order to oversee more of the detail of the GTP, and the GTP was discussed by the full Board at its meetings.
Regional offices	<p>This cycle has seen the final phase of the GTP being implemented. The regional offices in Hong Kong, Johannesburg, Nairobi, Dakar and Mexico City as well as the Europe and Central Asia regional office which is located across London, Moscow and Brussels, have been fully established. The remaining vacancies are being filled in the offices in Lima, Washington DC, Beirut, Tunis and East Jerusalem. All of the regional offices are now focused on delivering the 2016-19 Strategic Goals, and collaborating to increase the volume, quality, speed and relevance of the organization's work to build a truly global human rights movement.</p> <p>Political conflict in Thailand in 2014 led to delays in achieving legal registration and office set up for the South East Asia Regional Office so an 'interim' dual-location model across London/ Bangkok was established.</p> <p>Achieving legal status in India and Nepal was a significant challenge and has delayed progress of establishing the South Asia Regional office, and as announced during the CADF meeting in Colombo, Sri Lanka is now being actively pursued as the definite regional office location.</p>
New ways of working	<p>In addition to setting up the remaining regional offices, the focus has also been on leadership development, induction, training and embedding new ways of working. The Board held its first ever meeting (that was not linked to an international meeting of the movement) in Africa in March 2016, in the co-located National and Regional Offices in Nairobi, Kenya. It was the Board's first visit to a regional office since visiting the Hong Kong office in late 2012 and the Board extends its thanks to the Nairobi office and staff for welcoming the Board so warmly.</p>
Final GTP Assessment	<p>A project team with external experts, section and IS representatives was brought together to finalise a concept note and assessment methodologies for the GTP Full Scale Assessment. The concept note was shared with the movement in March 2016. The Board discussed a draft of the final report and the draft SLT response at the recent Board meeting in May 2017. The full assessment will enable the movement to better assess the human rights impact of the changes that the GTP has achieved and is due to be completed and circulated with the 2017 ICM background papers.</p>

## ONGOING BOARD WORK

Besides the Board's work on its priority areas, the Board also fulfilled its legal and fiduciary responsibilities, continued its engagement with the movement on various other topics and undertook additional work relating to the various committees and other portfolios.



## Human rights focus

The Board has continued with its human rights focus in this cycle, with briefings on the organization's human rights work at and in between meetings. The Board has heard from AI chairs, directors, staff members and external experts on current geo-political trends in relation to human rights, including shrinking space, rising nationalism, the erosion of democracy and increasing discrimination. Most recently, the Board took the important step of convening a meeting that coincided with joining the Secretary General and AI Canada at the 2017 Ambassador of Conscience Awards in Montreal, Canada.

The Board also discussed in depth the Crisis Protocol Activation that was invoked by the Secretary General in 8 February 2017, due to the Executive Orders coming from the White House which undermine human rights in the USA and globally.

The situation in Burundi, which Amnesty International documented over several months, continued to deteriorate. To respond to this crisis, in February 2016 the Secretary General sought the authorization to call for the deployment of a prevention and protection force to urgently protect the civilians in Burundi. The Board sought the input from chairs, and based on that input the Board decided to unanimously authorize the Secretary General to call for the deployment of a prevention and protection force to urgently protect civilians in Burundi, although the SG subsequently did not make the decision to call for humanitarian intervention because armed groups did not appear to pose an imminent threat.

## Sections and AI entities

In October 2016 the Board was pleased to approve AI Hungary's application to be granted section status, recognising the progress and hard work done by AI Hungary. In March 2016 the Board reviewed and approved changes to the Section Recognition Tool. This tool was significantly out of date as a number of changes have taken place since the tool was last reviewed, notably the introduction of the Core Standards in 2013.

The Board also had close oversight of the Agreement signed with AI Greece, and will continue to monitor the implementation of the Agreement that has been in place since 2014. In addition to receiving regular updates, Board members have also attended AI Greece AGMs in 2016 and 2017.

## Periodic Section Review

The movement is placing greater emphasis on human rights impact, growth, accountability, and learning. In the current system the movement understanding of a section's performance is heavily based on self-reporting. The Board therefore agreed to the IS piloting two periodic section reviews, and to then using the results to determine next steps.

## Adoption of Policy On State Obligations To Respect, Protect And Fulfil The Human Rights Of Sex Workers

The Board approved the Policy On State Obligations To Respect, Protect And Fulfil The Human Rights Of Sex Workers at its meeting in May 2016 and the release of the policy was well prepared in terms of the communications strategy, the messages and the materials provided to sections. The adopted policy is entirely in line with the decision taken at the 2015 ICM and incorporates the feedback that was received from sections.

In October 2015 the Board began a review of how the movement develops and



Adopting Policies on Contentious issues	adopts policies on contentious issues, and this was consulted on with the movement before, during and after the 2016 CADF. The Board reviewed and approved a revised version of the paper on adopting policies on contentious issues, which incorporated the movement's feedback, in October 2016. The Board now receives the policy dashboard on a quarterly basis, an innovation to structure the oversight and decision making role of the Board on policy matters.
Youth Strategy 2017-2020	The International Youth Strategy 2017-2020 was presented to the International Board in October 2016, where the Board gave feedback before approving a revised version in December 2016. The Strategy is aligned with the Strategic Goals and was developed through a process led by young people with input from youth activists, as well as staff from sections, structures, national offices and external organizations. Through this Strategy it is envisioned that young people will play active roles in protecting and promoting human rights, and contribute to the delivery of the Strategic Goals.
ICM preparations	Preparing for the ICM is always a significant piece of work for the Board. The Board has worked on the development of its resolutions for this year's ICM, and discussed those presented by sections. The Board is putting forward seven resolutions in total: one on gender and diversity, one on aligning budgeting globally, one on the human rights policy area of elections and democracy, and four on governance reform.
Communication	Over the last two years the Board has continued its practice of engaging with the movement through conference calls, AGM visits, individual and group discussions at international meetings, and through email communications. The Board has also endeavoured to enhance its regular bulletins and released some of its meeting papers on the Board's wiki space.
Ongoing Board work Committees	<p>Various members of the Board have been involved in the Board committees in addition to their other Board work.</p> <ul style="list-style-type: none"> <li>▪ Guadalupe Rivas, Vincent Adzahlie-Mensah and Rune Arctander have been members of the Governance Committee, working predominantly on the Governance Reform project.</li> <li>▪ Mwikali Muthiani, Shahram Hashemi and Jacco Smit served as members of the Finance and Audit Committee (FAC).</li> <li>▪ Jacco and Mwikali were also members of the Remuneration Committee (RemCo).</li> <li>▪ Nicole Bieske, in her role as Chair of the Board, has been a member of the ICM Preparatory Committee and RemCo.</li> </ul> <p>More information on the FAC and RemCo is contained in the International Treasurer's report below.</p>
Liaisons & Portfolios	Although not formally a committee member, Board members have also held liaison roles with the: Chairs Forum Steering Committee (CFSC) [Sarah Beamish]; International Nominations Committee (INC) [Guadalupe Rivas]; and the Conflict Management Assistance Group (CMAG) [Sarah Beamish]. The liaisons provided assistance and guidance whenever the respective committees requested it. In

## Board Development

addition to their liaison roles, Sarah Beamish also held the International Women's Human Rights Network (IWHRN) portfolio; the Board Officers and Carolyn Hardy held the GTP oversight portfolio; and Carolyn Hardy and Andre Banks worked on the Growth portfolio.

Continuing the work that was started after the 2011 ICM, there has been a focus on Board development in this cycle. The Board has, over the last few years, implemented a process of undertaking a review of the whole Board, its working practices, structure and processes. The Board engages external consultants to do this review; the consultants joined the Board's December 2016 meeting, and identified good working practices as well as some areas for continued improvement. The Board also approved the new Board Code of Conduct in December 2016.

## Holding the SG accountable

Another significant part of the Board's responsibilities involves holding the Secretary General accountable. This is done through regular reporting to the Board through the Secretary General reports, movement impact reports, and KPI and GTP dashboard updates. The Board officers also set goals and conduct the Secretary General's formal appraisal once a year with a check in at the six month mark, and the Board Chair and Secretary General have regular bilateral meetings. The Board has now begun the process for recruiting the next Secretary General, which is being overseen by a sub-group of the Board.

The Board would like to acknowledge and thank sections for their assistance in helping the Board during the cycle by engaging with and providing feedback on all of these key areas of work.



## INTERNATIONAL TREASURER'S REPORT

### Global financial performance 2015 to 2017 (see Appendix 1 for detail)

- **Overall performance**

The movement generated an exceptional €30m surplus in 2015, boosted by the IS buildings sale and significant underspends. This was followed by a small €4m deficit in 2016. In terms of liquidity, the movement reported high levels of both free reserves (€101m, €15m above the upper target) and cash (€118m) at the end of 2016. Entering the new strategic period, expenditure has increased significantly on both fundraising and human rights activities which combined made up 73% of spend in 2016.

- **Income**

**Total movement income** increased 4% from 2015 to 2016 from €268 million to €279 million (compared to growth of 6% from 2014 to 2015, in part due to a significant one-off legacy). It is budgeted to grow by a further 4% in 2017 to reach €289m. While sections in the Global North made the largest contribution to the increase in global income, entities in the Global South grew income by close to 70% in 2016 to reach €5.1m (a further increase of 47% is budgeted for 2017).

**Individual giving income**, the movement's main income channel, has reported strong year-on-year growth rates (8% in 2016) as a result of significant fundraising investments being made by entities towards the delivery of Strategic Goal 5. 2017 shows plans to grow this stream by a further 6% by intensifying efforts to acquire new financial supporters and upgrade current ones.

The movement has also benefited from significant **legacy income** in this period, which exceeded budget by 84% in 2015 (€32m) and 45% in 2016 (€26m). This over-performance is primarily due to a cautiousness from sections in budgeting for legacies, as confirmed by a consolidated target of €23m in 2017. As this income stream presents significant growth potential, the movement would benefit from investing in improved market and data analysis, better marketing practices and more accurate forecasting.

On other channels, **major donor income** grew from €3m in 2015 to €8m in 2016. **Trusts and foundations (T&F) income** decreased in 2016, which is due to timing differences in the accounting recognition of restricted grants. From the perspective of actual money raised each year, T&F income is showing an upwards growth trend from the period 2015–2016, both in national entities and at the IS with global donors, and T&F income budgets have been met and exceeded during this period. Concerted efforts are being made to develop both channels and we expect to see robust growth in coming years.

- **Expenditure**

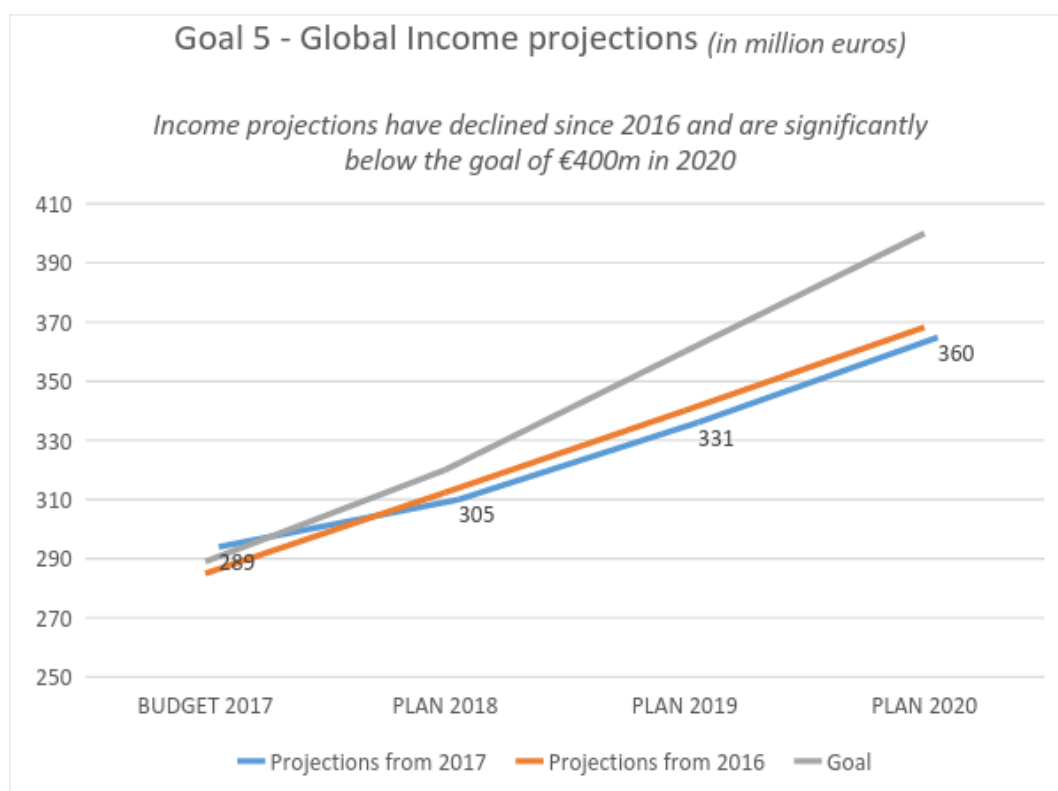
On the cost side, entities have significantly ramped up **fundraising investments** supporting the roll-out of Strategic Goal 5 with an increase of 24% in 2016. Fundraising costs represented one third of the movement spend in 2016. We note that the historical trend of fundraising underspends has been addressed in 2016, which it is hoped will be confirmed in 2017 when fundraising costs are projected to increase by a further 11% on 2016 levels.



**Expenditure in human rights work** increased by 10% (€109m) in 2016 compared to 2015, with a further increase of 7% planned for 2017. In 2016, 69% of our expenditure on human rights activities was dedicated to strategic goals work. After a 4% negative variance in 2015, human rights underspend against budget remained an issue in 2016 (3% below budget). This asymmetry is primarily due to conservative spending of approved budgets, which is difficult to correct due to the lead time required in planning and delivering human rights activities.

### Goal 5 Top line financial projections looking forward

Under Strategic Goal 5, the movement has the financial objective to achieve income of €400m by 2020. This requires global income growth of an average of 9.4% annually from the total income of €279m achieved in 2016. Compared to the growth achieved in 2016 and planned for in 2017, we cannot understate the scale of the challenge.



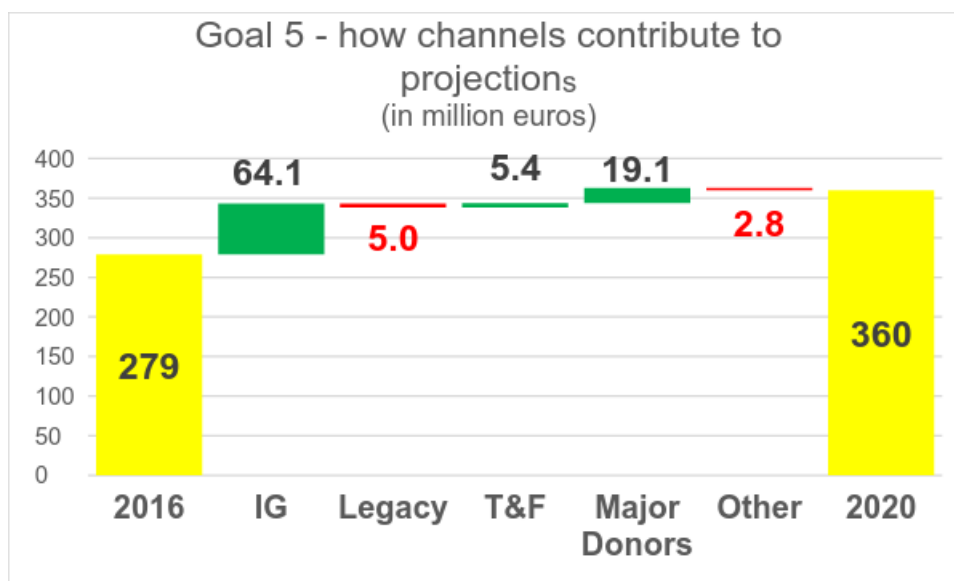
FR income (millions of €)	BUDGET 2017	PLAN 2018	PLAN 2019	PLAN 2020
Projections from 2017	289	305	331	360
Projections from 2016	285	312	340	368
Goal	289	320	360	400

The income projections received from sections in early 2017 plan to reach €360m by 2020, only reaching the €400m target by 2022. This is €8m lower than the 2020 projections received in 2016, due

to revised expectations. Projections from self-sufficient entities include an average growth of 5.5% annually, against a 34.3% average growth rate in projections from funded entities receiving FIF funding. The former presents a risk of projections being too conservative and as a result not reflective of the growth trajectory. The latter presents a significant degree of risk that is being actively monitored.

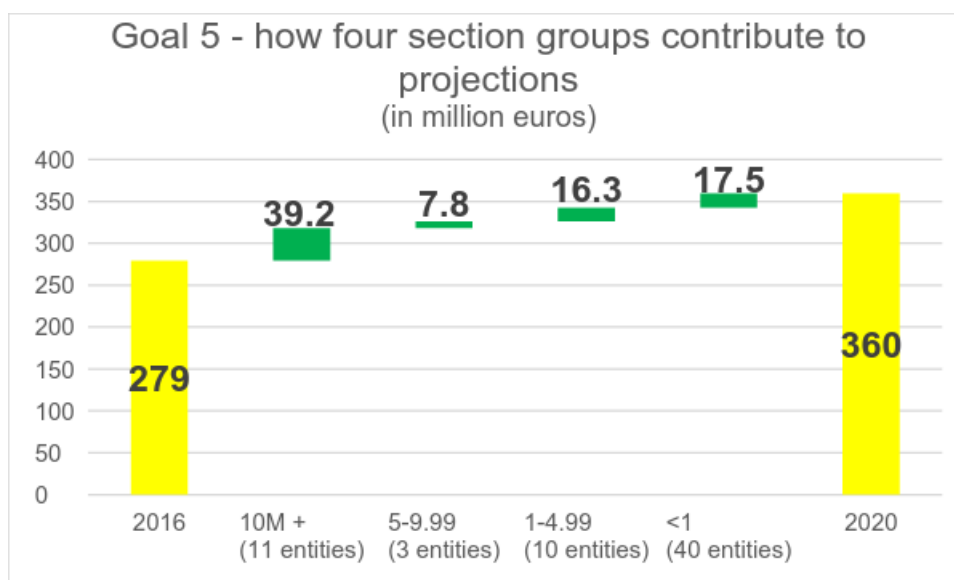
Breakdown of income forecast towards the current €360m projection by main income channels

The majority of the projected growth in income is forecast to come from Individual Giving, with growth also projected in Trusts & Foundations and Major Donor income. Legacy income is currently forecast to decline from 2016 to 2020.



Breakdown of income forecast towards the current €360m projection by size of entity (based on 2016 income in euros)

The current projections are for income to grow by €81m between 2016 and 2020 - 48% of this growth is being forecast by the 11 largest sections in the movement



To bridge the gap of €40m towards the €400m target, fundraising teams across the movement are actively working to identify further market opportunities. These include but are not limited to:

- **Individual giving** - Investments in upgrade activities with high return on investment (ROI) potential & continuation of FIF investments in low-risk mature markets and higher-risk emerging markets, are key to continue growing the organisation globally
- **Legacies** – Efforts to help national entities develop stronger data and market analysis capabilities, greater planning practices and more focused marketing campaigns and donor stewardship. The effect of applying the established average 2012-2016 instead of current forecasts would provide an additional €15M between 2017 and 2020, however it is believed that the potential across the movement is significantly higher than this
- **Major donors and Trusts and foundations** - Focus on developing high value programmes in entities and IS, such as capital campaigns, major donor councils and philanthropic events.

#### Key global finance projects and improvement initiatives

- **Global budgeting alignment (Resolution 3.01 of 2017 ICM)**  
A disparity currently exists in the timing of budget approvals at section level, with some entities formally approving budgets very late – within the budget year. To influence improved budget timings, the International Board has put forward a resolution to align the timing of AI entities' budget approval across the movement, in order to start each budget year with approved budgets. This will positively impact the delivery of our work and is expected to facilitate more coherent and aligned decisions and allocation of resources at global, regional and national level.
- **Implementation of the new assessment framework 'Distribution Model' (Decision 7 of 2015 ICM)**



Entities transitioned to the Distribution Model (DM) in 2016, with most now paying full assessment under the DM in 2017. Only AI Canada English speaking and AI Spain are implementing longer transitions to the DM due to specific local conditions, and will pay full assessment under the DM by 2020 and 2024 respectively. The transition to the new framework has gone smoothly overall. A report of initial experience and performance indicators will be provided at the 2019 ICM (GA). A comprehensive evaluation will then be delivered in 2021.

- **Restricted giving (Decision 2 of 2013 ICM)**

The main financial concern at the origin of this project was the treatment of costs incurred by sections raising restricted income for international work. Since the project started, the assessment model has changed with the introduction of the distribution model. The fact that all fundraising costs are now deductible under the distribution model addresses this concern, and as such it has been concluded after substantial engagement with the movement that no changes are needed to the existing financial mechanisms.

- **Implementation of COCOA (Decision 18 of 2011 ICM)**

Started in 2011, the project to implement a common chart of accounts (COCOA) for global reporting is nearing completion. By Q1 2017, 66 entities were reporting through the COCOA and 3 entities remained to implement in 2017. Thanks to the COCOA project and efforts from entities across the movement, the AI movement is now able to report robust global financial information quarterly, identify global trends and take corrective actions where appropriate. It has also improved our external transparency with the annual publication, since 2015, of our global financial performance on the AI global website.

- **Changes to the ICM Standing Orders (Decision 12 of 2015 ICM)**

It was decided at the 2015 ICM that the International Treasurer should present a report to future ICMs, including the global management accounts from the movement for the two previous years and a comparison of the progress made in those years. This report has been prepared in line with that decision, and will be presented to the ICM plenary for approval.

- **International Reserves Framework**

The movement has reported continuous high levels of cash and free reserves over the past years. At the end of 2016 global free reserves were €15m higher than the target upper limit for the year (€86m), a risk based target which equated to 3.4 months of expenditure in 2016. A project team was established involving IS and section colleagues, to identify ways to mobilise these resources for the benefit of the global movement. After several consultations with entities, this project team decided to establish an International Reserves Framework (IRF) which will provide a platform for sections to voluntarily contribute reserves for ongoing funding of the Fundraising Investment Fund and innovation work. This framework will be implemented along with the development of 2018 budgets, and sections with high levels of reserves are encouraged to contribute.

- **Fundraising Investment Fund (FIF) investments**

Following the sale of IS buildings in 2015, the International Secretariat set aside £11.5m for investments in sections' individual giving programmes through the FIF. After investing £5.4m in 14

entities in 2015, £3.7m is planned to be invested in 2017 in 11 entities. Most of these entities are benefiting from multi-year investments and to grow the organisation globally, investments are being made in both low-risk mature markets and higher-risk emerging markets. In 2016, total gross and net income from FIF entities exceeded budget by 4% and 6% respectively. Some disparities exist at section level, with performance in mature markets being more successful and stable than in emerging markets. Learnings were included in the development of 2017 FIF funding applications and we expect further adjustments to be made to the FIF investment strategy from 2018.

Whilst £2.4m remains from the proceeds of the IS building sale, greater FIF resources will be required to deliver Goal 5 with FIF investments expected to be in the region of £5m annually. To ensure the continuity of those investments, we encourage sections with available reserves to commit funding via the International Reserves Framework. In parallel we will ensure that the reporting on the performance of FIF investments will become accessible to the movement for greater transparency.

- **Developments in Finance Capacity Building**

In 2016 a framework for internal assurance reviews was established, consisting of remote desktop reviews and field visits to movement entities. The aim of those reviews has been to measure the compliance of national entities with the finance core standard (CS21) and review the strengths and weaknesses of internal financial controls in order to provide recommendations for improvement and deliver tailored capacity building. In addition to finance skillshares carried out on a rotational basis around the globe, a programme of online training sessions were delivered for the first time in 2016. This is a valuable initiative which will be continued in 2017 and beyond.

### **Main section issues affecting the movement**

- **AI USA**

There have been a number of positive discussions between the IS and AI USA – an approach of transparency and cooperation has been established and agreements have been reached on some long standing issues. The International Board (IB) recognises that the historical contingent liability of USD 21.5m, representing accumulated unpaid assessment over the period 2009-12, cannot be repaid and it has therefore decided that this will be written off. This will have no financial impact on the International Secretariat.

Discussions are ongoing on the development of a Silicon Valley initiative, the IS Washington Office, anti-Trump plans and US based major donors.

- **AI Ireland**

Despite a robust increase in individual giving income, fundraising activities in AI Ireland have not grown as fast as expected in 2015/16. As a result, AI Ireland, which is facing financial challenges caused by a mortgage loan contracted before the 2008 financial crisis, was not able to return to paying full assessment over the period as agreed in an MoU signed between the IS and the section in 2014. It is for the same reason expected that AI Ireland will not be in a position to make full assessment payments for some years going forward, and a formal agreement to recognise this is expected by way of a new MOU.

## IS financial performance 2015 to 2017 (more detail in Appendix 2)

- **Overall IS performance**

The IS is managing expenditure levels within agreed Reserves limits. We continue to address the issue of underspends whilst additional income volatility due to the new assessment model poses a challenge to planning at the IS.

The IS ended 2015 and 2016 with surpluses of £2.5m and £0.2m respectively, and with Free Reserves of £9.8m just above our upper target of £9.6m at the end of 2016. This upper target is a ceiling, to demonstrate that donations are utilised on a timely basis, and is calculated by taking into account the potential financial impacts of significant IS risks, with a lower level of £5.4m also set to ensure these risks can be managed through Reserves. In 2017 the IS has budgeted a deficit in order to bring Free Reserves down to below the upper target. Early indications show we are on course to achieve this, with monthly deficits broadly in line with plan.

For both 2015 and 2016, the IS has received clean audit reports.

- **IS Income**

**Assessment income** was 5% below budget in 2015 at £53.2m and 2% above budget in 2016 at £54.6m and is forecast to grow by a further 12% in 2017 to reach £61m. Brexit and the weakening pound has increased the value of non-GBP income (offset by increases in value of non-GBP expenditure - see below). The introduction of the new assessment model has increased the volatility of assessment income since 2016, which has required increased flexibility around expenditure planning.

**IS fundraising income** was above budget in both 2015 and 2016 at £6.9m and £3.4m (note the reduction in 2016 was predominantly due to the phasing out of the Norwegian telethon grant). We continue to see strong performance in IS fundraising. Following the restructure of the Fundraising and Engagement team, Trust & Foundations Income recognised is budgeted to increase from £3.4m in 2016 to £4.5m in 2017.

- **IS Expenditure**

**Expenditure** has increased, with operating expenditure of £54.9m in 2015 rising to £59.9m in 2016. The IS continues to invest the majority of operational funds in staff, at 68% compared to 32% invested in activity costs in both 2015 and 2016. Grants to entities remained steady over 2015 and 2016 at around £9m, and are forecast to increase to £11m in 2017. Part of the increase in costs is due to the weakening pound which has increased our non-GBP expenditure on staff, activities and grants.

- **Activity expenditure** underspends continue, with small underspends against budget of 2% in 2015 and 5% in 2016. The IS has introduced 18 month rolling forecasts in 2016 to help improve forecasting accuracy.

### IS expenditure by strategic goal

Strategic goal expenditure has increased by 14% from 2016 to 2017, driven by the rise in GBP costs in



the regional offices (due to the lower value of the GBP following Brexit). The split of expenditure between goals has remained fairly constant.

IS Strategic Goal Expenditure (£m)	ACTUAL 2016	FORECAST 2017	VARIANCE 2016 v 2017
Strategic Goal 1	6	7	23%
Strategic Goal 2	4	4	10%
Strategic Goal 3	5	6	13%
Strategic Goal 4	6	6	(2%)
Strategic Goal 5 (engagement)	5	6	29%
Across All Strategic Goals	6	6	12%
Total	32	36	14%

#### IS 2018 high level budget and 5 year projections to 2022 (see Appendix 2 for detail)

- **Summary**

The IS is planning a break-even budget in 2018, in order to achieve year end Free Reserves of £6.1m - the 2018 target lower reserves level. From 2019 onwards income is projected to increase with an annual growth of between 7% and 8% year on year, which will allow increased investment in RAM, FIF and IS Human Rights work.

- **IS Income**

Total income in 2018 is budgeted to be £70.8m. This is £0.4m below previous 2018 projections, with assessment income £3m lower caused by a reduction in forecast income for a few key funding sections, largely offset by an increase in projected IS fundraising income.

Looking forward to 2022, assessment income is projected to increase from £64.4m in 2018 to £84.8m, whilst IS fundraising income is projected to rise from £6.5m in 2018 to £10.5m in 2022. However, as for 2018, long term assessment income projections are lower than those previously reported, with 2020 income £10.7m lower, partly offset by a positive movement of £4.3m in exchange rates.

- **IS Expenditure**

In order to achieve the planned break-even budget IS expenditure needs to be held broadly in line with 2017 operational spend of £68.5m, with slight increases to cover inflation and incremental staff costs, resulting in a planned expenditure budget of £69.2m. The projected longer term income growth will allow additional investment with the IS looking to prioritise investment in sections through RAM and FIF as well as IS human rights work.

IS expenditure has been affected by Brexit and the weakening pound, making non-GBP expenditure more expensive. This is being managed through natural hedging against non-GBP income where possible, as well as through the use of financial instruments, however it is not possible to fully mitigate against exchange rate movement which is a risk to long term IS expenditure plans.

### **Summary of key areas of work covered by the Finance and Audit Committee (FAC) 2015 to 2017**

The FAC has performed its roles of advising the Boards of AI Limited (AIL) and AI Charity Limited (AICL) on finances, and advising the AIL Board in its fiduciary duties as defined in the FAC terms of reference. The FAC has closely interacted with the Secretary General, IS management and the external auditor. The FAC is satisfied overall with how the IS and global finances, and risk, are managed. In this cycle the FAC focused on:

- Increased scrutiny of global fundraising activities.
- Improving financial oversight across the movement and addressing fundraising and human rights underspends.
- Embedding and improving risk management and the risk register process.
- Within the IS:
  - ensuring financial controls are embedded in our new decentralised environment, through a stronger internal audit function.
  - more integrated planning and control, embedding a quarterly performance review process.
  - overseeing the move from HSBC to Lloyds. Note – during the tender process, we invited ethical banks, however none could offer the full range of services required, in particular around foreign exchange and BACS transactions.
  - overseeing the London office building refurbishment project.

A more detailed report will be presented to the Organisational Working Party at the ICM.

### **Summary of key areas of work covered by the Remuneration committee (REMCO) over the past ICM cycle**

The RemCo has performed its role of advising the International Board on the remuneration of the Secretary General and SLT. In the last two years it has:

- Introduced a new “broad band” pay approach for SLT whose pay has moved from a rigid set of “steps” within a grade to a broad band--- this approach gives greater flexibility generally, and the ability to continue to ensure their performance is linked to their pay.
- Transparency of Compensation (Decision 22 of 2012 ICM)
  - The Decision 22 report is published to the movement annually at the same time as the Annual Report and Accounts and contains information on:
    - Pay ratios at the IS (highest to lowest, and highest to the median).
    - Board expenses.
    - The sum of the top five highest paid employees of the IS.

- As this information is now published on the Amnesty.org website and updated annually, as we flagged in 2016 this will be the last year the Board will circulate the Decision 22 report separately.
- Gender Pay – we assessed compliance with the mandatory (UK) Gender Pay Gap regulations that require reporting from April 2018. The gender pay gap is concerned with differences in the average earnings of men and women over a standard time period, regardless of their role or seniority. Gender pay should not be confused with equal pay which our grade system protects against. In summary:
  - We believe that the grade system ensures that the gender pay gap is not a material issue for the IS. RemCo will continue to monitor this and seek to understand if any other contributory factors should be reviewed to reduce the gap.
  - The IS will publicly report on this earlier than legally required, and will ensure its reporting covers all its operations i.e. including all those outside the UK.
  - At a headline level:
    - In the IS London office the gap is between 8-9.25%, (which is better than the UK average of circa 20%). This gap is due to a combination of factors but predominantly related to years of service.
    - Across all other IS offices the ratio varies with 50% of the offices showing a pay gap that is near neutral or in favour of women.

### Appendix 1: Global results

The below tables present the detailed income and expenditure figures for the period 2015-17, and the breakdown of human rights expenditure by strategic goal in 2016 and 2017.

Global result (€m)	ACTUAL 2015	ACTUAL 2016	BUDGET 2017	VARIANCE 2016 v 2017
Individual giving income	193	210	222	6%
Legacies	32	26	23	(12%)
Trusts and foundations	21	14	13	(7%)
Major donors	3	8	10	25%
Other income	19	20	21	5%
<b>Total income</b>	<b>268</b>	<b>279</b>	<b>289</b>	<b>4%</b>
Fundraising expenditure	(79)	(97)	(108)	11%
Human rights expenditure	(99)	(109)	(117)	7%
Core costs	(74)	(77)	(81)	5%
<b>Total expenditure</b>	<b>(252)</b>	<b>(283)</b>	<b>(306)</b>	<b>8%</b>
Exceptional Item*	14	-	-	-
<b>Deficit</b>	<b>30</b>	<b>(4)</b>	<b>(17)</b>	<b>N/A</b>

Global human rights expenditure (€m)	ACTUAL 2016	BUDGET 2017	VARIANCE 2016 v 2017
Strategic Goal 1	22	26	18%
Strategic Goal 2	11	12	9%
Strategic Goal 3	16	18	13%
Strategic Goal 4	13	14	8%
Strategic Goal 5 (engagement)	13	15	15%
Non-Strategic Goals	34	32	(6%)
<b>Total</b>	<b>109</b>	<b>117</b>	<b>7%</b>

\* The Exceptional item line relates to the gain generated from the sale of one of the IS buildings, which has since then been reinvested in FIF investments across the movement.

The split between fundraising, human rights and core costs is an internal allocation and is prepared on a different basis to that used for external reporting.



## Appendix 2: IS projections

### 2.1 2018 High Level Budget

All figures are in £m's	2015	2016	UPDATED	High Level	Variance
	Actuals	Actuals	2017 Q1 Forecast	Budget 2018	2017 vs 2018
Total Income from Sections	51.9	57.1	61.8	64.4	4%
Total Other Income	7.2	4.5	5.0	6.5	29%
FX Provision			1.0		
<b>Total IS Income Forecast</b>	<b>59.1</b>	<b>61.6</b>	<b>67.8</b>	<b>70.8</b>	<b>4%</b>
Grants to Sections & Structures	9.0	8.8	11.0	11.4	3%
Staff Costs	30.1	34.9	38.9	39.5	2%
Activity Costs	13.9	16.1	18.6	18.3	(1%)
<b>Total Operating Expenditure</b>	<b>53.0</b>	<b>59.9</b>	<b>68.5</b>	<b>69.2</b>	<b>1%</b>
Global Transition	1.9	1.9	1.2	0.2	(84%)
Other Finance Costs	1.8	(0.5)	1.7	1.5	(10%)
<b>Total Expenditure</b>	<b>56.6</b>	<b>61.4</b>	<b>71.4</b>	<b>70.9</b>	<b>(1%)</b>
<b>Surplus/(Deficit)</b>	<b>2.5</b>	<b>0.2</b>	<b>(3.6)</b>	<b>(0.0)</b>	<b>(99%)</b>

#### • 2018 INCOME

Total income is budgeted to be £70.8m, which is £3m (4%) growth vs. our most recent forecast income for 2017, however this is £0.4m below the previous 2018 projected income figure of £71.2m. Changes from the previous forecast for 2018 consists of a £3m reduction in assessment income, largely offset by an increase in projected IS fundraising income. Changes in assessment were primarily caused by a reduction in forecast income from a few key funding entities.

Within the 2018 income figure we have conservatively increased legacy projections to reflect likely additional IS income of £1.4m, based on historic section performance. Other income, which includes income from trusts and foundations, major donors and legacies is budgeted to be £1.5m higher in 2018 than 2017.

#### • 2018 EXPENDITURE

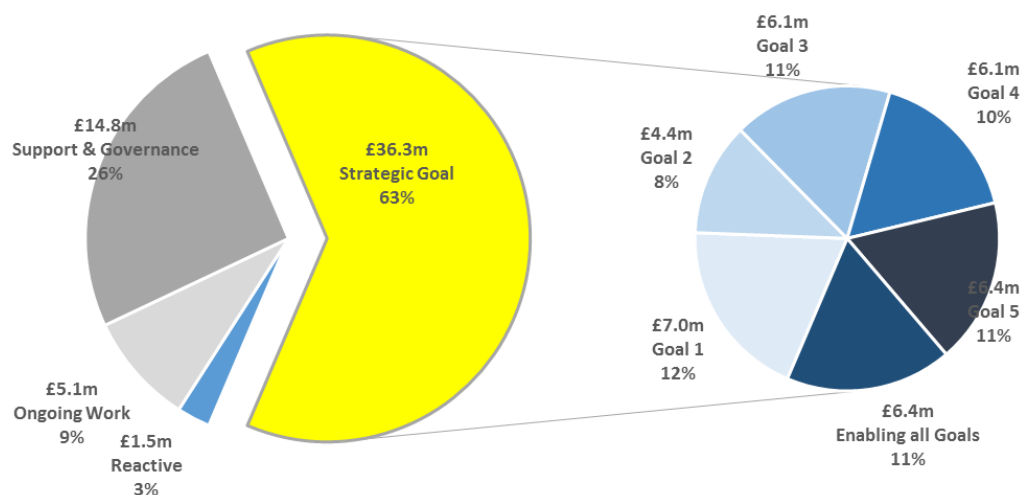
In order to balance the budget, the majority of expenditure lines are currently expected to be limited to inflationary increases alone.

Staff expenditure is forecast to be £39.5m in 2018, an increase of £0.6m (3%) vs our current 2017 forecast, which is entirely due to inflation and step increase assumptions. This equates to 642 full time equivalent staff members by the end of 2018, which is the same as 2017.

Activity expenditure is forecast to be £18.3m in 2018, a decrease of £0.3m compared to our 2017

forecast. Expected savings on international meetings are partly offset by slight increases in Regional Office running costs in the expectation that all Regional Offices will be operational in 2018. Grants to entities is budgeted to increase by inflation to £11.4m, with £0.3m re-invested in FIF in line with the commitment to allocate a percentage of yearly increases assessment income to FIF.

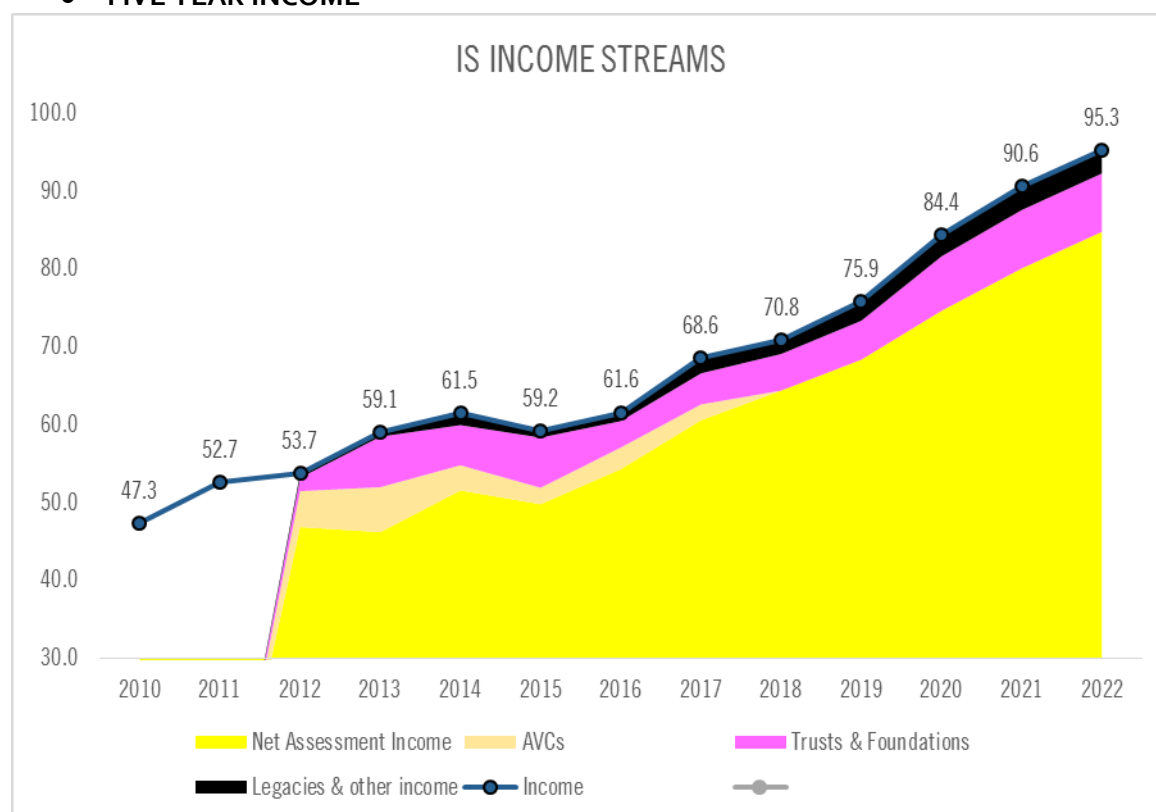
### Breakdown of Budgeted 2018 IS Expenditure by Strategic Goal



Of the £38.9m Staff and £18.6m Activity expenditure budgeted in 2018, £36.3m (63%) is budgeted against Strategic Goal projects. This includes £6.4m of expenditure which contributes to all Strategic Goals.

## 2.2 Five Year Projections

• FIVE YEAR INCOME



Post 2018, IS income is expected to grow significantly, with a 7% total increase expected in 2019 vs prior year, and average growth of 8% thereafter. Whilst the growth projections are robust, they have reduced significantly compared to those reported previously. In 2020, projected assessment is £6.4m lower than previously forecast, a £10.7m reduction due to revised section projections, partially offset by a £4.3m positive movement on exchange rates.

Preparing a high level 5 year financial plan means that there are a number of risks, opportunities and assumptions relating to our income projections, especially impacting the later years of the plan. Key factors to mention are:

- o **Section Long term plan accuracy** - We have analysed income projections from entities, and where long term income projections have historically proven optimistic, projected assessment figures for those entities were adjusted down accordingly. The combined effect of these risk adjustments means that the underlying global income projections would have been reduced to €350m in 2020.
- o **Opportunities from 'income boosters'** – income boosters have been identified in order to reach the €400m target (upgrade of existing donors, FIF investments, legacy fundraising and high value programmes in entities and IS). The realisation of these income boosters could deliver significant upsides for the international budget but this is hard to quantify at this stage, especially as much of the additional income may be restricted. The long term expectations will be re-adjusted on a regular basis as we gain more certainty about such donations.

- o **FX rates on unhedged income** – we have applied the spot rates used for the Q1 2017 IS Forecast to foreign currency income and expenditure from 2018-2022. We will continue to update our 2018 income projections over the coming months, and to hedge our foreign currency inflows where possible to mitigate foreign exchange risk which has increased following Brexit.

- **FIVE YEAR EXPENDITURE**

Increasing income will give the IS option to invest more in sections through the RAM and FIF mechanisms, as well as increasing strategic human rights spend.

**RAM Grants to the global south**

Future additional priorities for the RAM Grants include:

- o Funding for the implementation of Goal 5 strategies, particularly increased investment in S/s identified as priorities for achieving the 25 million activism target
- o Security (physical and cyber)
- o Incentivisation funding for well performing entities outside of priority country portfolio

Whilst reduced financial commitment is expected for some funded entities currently growing external income as a result of FIF investments, additional funding over inflation will be needed to deliver the above priorities. In light of stretched resources in the initial years of the 5 year plan, the IS is working on a prioritisation and evaluation of financial needs relating to the above areas. In the later years, we expect the funding of priority areas to become increasingly affordable through the projected increase in assessment income.

In light of stretched resources in the initial years of the 5 year plan, work is currently being done by the IS to prioritise and evaluate financial needs relating to the above areas

**Fundraising Investment Fund (FIF) Grants**

To support the achievement of the €400m Goal 5 target, the IS will commit to re-investing a share of increased assessment where affordable for FIF investments. As explained in section 3 of this report, we anticipate that excess reserves from sections also will be required in order to fill a funding gap in the next 3 years and ensure we can continue investing in the region of £5m annually in section growth programmes. The objective is for FIF investments to generate growth across the movement, for increased resources to be generated for human rights work at entity level and for a share to be recovered by way of increased assessment. This virtuous cycle could ensure that AI benefits from a self-sustaining fundraising investment pot as well as contributing to movement innovation work.

**Staff and activity costs**

RAM and FIF are likely to be high priority investments should assessment income grow in line with current section projections; however, from 2020 onwards, additional funding is expected to be available to increase IS human rights work. We currently envisage increasing Strategic Goal work in the same proportions as current resource allocations, prioritising investment in the Global South where possible.



## Appendix 3: Board attendance at International Board meetings 2015-2017\*

International Board - meetings attended for the cycle 2015-2017 (cycle runs from October 2015 to May meeting 2017)													
Name	From	Oct-15	Nov-15	Mar-16	May-16	Jul-16	Oct-16	Dec-16	Feb-17	Mar-17	May-17	TOTAL	Attendance % / member
Andre Banks **	USA, co-opted	n/a	n/a	n/a	n/a	1	1	1	1	1	1	6	100%
Carolyn Hardy	Australia, co-opted	1	1	1	0	1	1	1	1	1	1	9	90%
Guadalupe Rivas	Mexico	1	1	1	1	1	1	1	1	1	1	10	100%
Jacco Smit	Netherlands, Treasurer	1	1	1	1	1	1	1	1	1	1	10	100%
Mwikali Muthiani	Kenya	1	0	1	1	1	1	1	1	1	1	9	90%
Nicole Bieske	Australia, Chair	1	1	1	1	1	1	1	1	1	1	10	100%
Paul Divakar Namala	India	1	0	1	0	1	1	1	1	1	1	8	80%
Rune Arctander	Norway, Vice-Chair	1	1	1	1	1	1	1	1	1	1	10	100%
Sarah Beamish	Canada ES	1	1	1	1	1	0	1	1	1	1	9	90%
Shahram Hashemi*	USA	1	1	1	1	1	0	1	1	0	1	8	80%
Vincent Adzahlie-Mensah	Ghana	1	1	1	1	1	1	1	1	1	1	10	100%
# Board members present at meeting		10	8	10	8	11	9	11	11	10	11		
# Board members at time of meeting		10	10	10	10	11	11	11	11	11	11		
Attendance percentage / meeting		100%	80%	100%	80%	100%	82%	100%	100%	91%	100%		

**ORG 10/6474/2017: International Board and International Treasurer's Report**

\*\* Co-opted July 2016

\* Shahram Hashemi was not able to attend the March 2017 meeting due to risks surrounding the Trump travel ban at the time.

**Blue** = videoconference meeting

(Note: where Board members joined for the full or part of a meeting, their attendance is shown as 1; where Board members sent apologies for an entire meeting, their attendance is shown as 0)

(Note: for videoconference meetings, some Board members have technology limitations, and either could not join at all, or could only join for part of the meeting)

**Appendix 4: Update on Implementation of 2015 ICM outcomes**

Implementation status key:

Green = on track or implemented

Amber = slightly delayed

Red = significantly delayed / not implemented

Decision/Outcome	Implementation status
Decision 1: Strategic Goals	Is reported on separately
Decision 2: Strengthening of the Work with Individuals	
Decision 3: Developing a policy on illegal Narcotic Drugs and Psychotropic Substances	
Decision 4: Policy on state obligations to respect, protect, and fulfil the human rights of sex workers	
Decision 5: Consequences of austerity measures on human rights	
Decision 6: Debate on a change of policy with regard to the detention of migrants facing deportation	

Decision/Outcome	Implementation status
Decision 7: New assessment framework: the Distribution Model	
Decision 8: Ensuring presence and growth in the Global South	
Decision 9: A comprehensive discussion strategy for priority countries	
Decision 10: Implementing principles of One Amnesty and <i>Moving Closer to the Ground</i> in the organization of Regional Offices	
Decision 11: Internal Democracy: One section/structure, one vote	
Decision 12: Changes to the ICM Standing Orders concerning accountability	

**Issues for discussion:** the following *issues for discussion* resulted in broad conclusions, as opposed to a formal decision requiring the International Board reporting.

Human Rights Defenders and Human Rights Education	Conclusions on this issue will be incorporated into the Theory of Change for Goal 1.
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Children's Rights	Conclusions on this issue will be incorporated into the Theory of Change for Goal 2.
Human Rights aspect of climate justice	Conclusions on this issue will be incorporated into the Theory of Change for Goal 2.
Organizing AI nationally	Conclusions on this topic will be incorporated into the development of the OAIN process.
Global Transition Programme	Conclusions on this topic will be incorporated into the GTP full assessment.
Governance Reform	Conclusions on this topic will be incorporated into the development of the Governance Reform process.

**Decision 1: Strategic Goals (arising from Resolution 6.1)**

**Implementation status:** to be reported on separately

**Decision 2: Strengthening of the Work with Individuals (arising from Resolution 1.2)**

**Implementation status:** *Green*

**Summary of Decision:**

The International Council instructs the International Board to ensure that the direct work from individual to individual is a strategic core area of AI's work and that it will be further developed, strengthened and evaluated.

**Update on implementation**

- The Working Group to oversee the implementation of the Global Strategy driving the work on Individuals at Risk (IAR) to 2019 has produced the report of implementation progresses for 2016 (AI Index: ACT 10/5521/2017). The report highlights successes and challenges in the overall implementation of the strategy.
- The development of a new Portfolio Platform is underway, an external development company (Konsolute) has initiated the development of the Platform. The timeline for completion and roll out to the movement is September 2017. This is providing also the opportunity for a revision of the ways of working in line with the Global Strategy: for examples workflows on casefiles and the development of other shorter term actions for Individual cases are explored at the moment.
- A report of the UA Surveys has been produced (AI Index: ACT 60/5668/2017) providing recommendations for the review of the UAs action tool. A project group has been put together and we are looking at completion by the end of 2017.
- Write for Rights 2016 has been another great success – over 4.6 million actions have been taken around the world with almost 60% of Sections seeing an increase in their previous year's numbers. At least 1.4 million people took part in the campaign this year! In all likelihood that number is far higher. On average 43% of the

Write for Rights participants were new to Amnesty and Sections collected the data from 46% of new participants. We have also started to see some human rights impact, on 3 May, the Supreme Court of Justice ruled that after almost five years of proceedings in relation to unfounded criminal charges of land invasion, there was no reason to pursue the groundless trial of Máxima Acuña. This ruling is a landmark decision for environmental defenders in Peru.

### Decision 3: Developing a policy on illegal Narcotic Drugs and Psychotropic Substances (arising from Resolution 2.2)

**Implementation status:** *Green*

#### Summary of Decision:

The International Council requests the International Board to further explore the impact of a drug policy on human rights and to open a conversation about this subject with sections and structures, and to submit to the movement at the ICM 2017 or sooner reflections about the necessity to develop or not a fully-fledged policy in this area, including criminalization/decriminalization of personal consumption of illegal Narcotic Drugs and Psychotropic Substances.

#### Update on implementation

- In April 2016, Amnesty participated in activities at UNGASS 2016, focusing on (a) learning from the work of other human rights organisations in this area; and (b) advocacy on (i) the nexus between the death penalty and drug policy issues and (ii) recommendations contained in the work begun in the previous strategic period under MBMR on the criminalisation of drug use by pregnant women.
- The first full draft of the study requested by Decision 3 of the 2015 ICM was circulated on 7 December 2016 together with a risk analysis and internal Q and A. French and Spanish versions of the Executive Summary, conclusions and risk analysis were circulated on 28 February 2017 and the full study was circulated in March 2017. Consultations on the outline of the study and the first part ('Impacts of drug policies on human rights: How Amnesty International's existing policies apply to State responses to drug-related issues') were held by videoconference with interested Sections in August and October 2016. Further consultations on the whole study were held in English, French and Spanish in April. A final version of the study is being circulated in May 2017.
- Informal discussions are also being held with Sections that are interested in specific issues (such as young black males in the US and Brazil) on developing a better understanding of the relationship between drug policy issues and existing projects, with a view to enhancing impact in our work.

### Decision 4: Policy on state obligations to respect, protect, and fulfil the human rights of sex workers (arising from Resolution 2.3)

**Implementation status:** *Green*

#### Summary of Decision:

The International Council requests the International Board to adopt a policy that seeks attainment of the highest possible protection of the human rights of sex



workers, through measures that include the decriminalization of sex work.

The policy will be capable of flexible and responsive application across and within different jurisdictions, recognizing that Amnesty entities may undertake work on different aspects of this policy and can take an incremental approach to this work (in accordance with and within the limits of this policy) based on assessments of specific legal and policy contexts.

The International Board will ensure that, following the release of the final research report, sections and structures have an opportunity to review and give feedback on the final draft policy before it is adopted.

#### Update on implementation

- A Working Group was constituted to facilitate Movement inputs into the draft policy and explanatory note. The WG actively helped frame details of the draft policy. Sections and structures more broadly contributed comments to various draft iterations of the policy.
- The final policy was adopted by the Board in May 2016.
- A communications strategy was put in place and executed by various Sections and structures.

#### Decision 5: Consequences of austerity measures on human rights (arising from Resolution 2.4)

##### Implementation status: *Green*

#### Summary of Decision:

The International Council decides to elaborate a comprehensive analysis on the most serious impacts on human rights, in particular, social, economic and cultural rights, in different regions, resulting from policy choices, including policies of austerity, made by governments, including those measures deriving from relevant programs of international organizations or other relevant actors (e.g. the International Monetary Fund, the World Bank, etc.).

The International Board is instructed to proceed with all adequate actions for the elaboration of such analysis, under the obligation to complete and present it to the membership, starting in November 2016 and delivered by ICM 2017.

The International Board is requested to closely consider the results of the analysis and work already carried out on this topic by sections and the International Secretariat in order to strengthen the work of Amnesty International on the consequences of austerity measures on human rights; and to facilitate exchange of good practices on these issues across the movement.

#### Update on implementation

- The study is now available and earlier draft versions of it were shared with the sections that had been most involved in the study. The full study was circulated to the whole movement during both the 2016 and 2017 CADFs (Barcelona and Colombo).
- A seminar (via video/teleconference) is being organized, to be held in July 2017, for interested sections and structures to reflect on the study.

#### Decision 6: Debate on a change of policy with regard to the detention of migrants facing deportation (arising from Resolution 3.2)

**Implementation status:** *Green*

##### Summary of Decision:

The International Council requests the International Board to review Amnesty International's current policy on the detention of irregular migrants. More specifically, the organization's acceptance of detention measures as permissible as a last resort and under specific circumstances should be thoroughly revised with an aim to study the feasibility of Amnesty International's opposition to those measures and, thereby, strengthen the organization's profile in any campaigns and actions on the rights of people on the move.

In order to broaden Amnesty International's expertise on the situation of the detention of irregular migrants, the International Board should ensure sections' involvement in the review process.

This process should take place over the course of the next two years.

##### Update on implementation

- An initial meeting was held with the Spanish Section to plan the details of this work. Thereafter, as there was no bandwidth in the IS teams for the analysis that was needed to advance this discussion, a consultant was hired to carry out a study, as an input into the Movement discussion of the issue. Interested Sections/structures contributed to the development of the terms of reference for the work of the consultant.
- A consultation was held with Sections and structures on 22 July 2016, with about 14 entities participating.
- The Human Rights Policy Forum will convene on the issue by end of Q2 2017.

#### Decision 7: New assessment framework: the Distribution Model (arising from Resolution 5a.3)

**Implementation status:** *Green* -

##### Summary of Decision:

The International Council decides that the current assessment system will be replaced by the following distribution system from 1 January 2016 (please refer to *ORG*

50/2265/2015: 2015 ICM Decisions Report for full details).

#### Update on implementation

- All funding sections have moved 100% to the distribution model from 2017, except for AI Canada ES and AI Spain, for which individual transition plans are in place.
- This action is complete, no further updates will be provided.

### Decision 8: Ensuring presence and growth in the Global South (arising from Resolution 5b.1)

#### Implementation status: *Green*

##### Summary of Decision:

The International Council

Concerned about the risk of closing small sections and structures in the Global South and East based on country priorities and financial considerations, and about the possible loss of growth opportunities in these sections and structures

Instructs the International Board:

- To ensure that the total level of funding provided to internationally financed sections and structures from the international budget is maintained at least at its current level.
- To ensure that the level of international grant funding to any individual section or structure is never reduced to a degree that would threaten their existence based exclusively on any limitations in the international expenditure budget.
- To assist any section aspiring to financial independence to do so through financial support and information transfer as necessary.
- To ensure that the international grant funding process for sections and structures is developed in a way that allows internationally financed sections and structures to adopt operational plans for a period of at least 2 years and that encourages them to seek local funding.
- To ensure that a part of the additional funds for priority investments in sections and structures is allocated based on a specific country prioritization decision-making process for growth investments in internationally financed entities.
- To develop and adopt an international funding guideline for sections and structures after consultation with the Chairs Assembly in 2016. This guideline must include the above mentioned points as well as reflecting the strategic decision-making of the International Board.

### Update on implementation

1. The total budget for funded entities (including National Offices) from the international budget in 2016 is level with 2015 at 8.9 million GBP. The draft budget projections for 2017 see this rising to 10.7 million GBP. **This budget line has more than doubled over past seven years, from 4.3 million to 8.9 million GBP in line with strategic movement decisions. In addition increased funds have been allocated to FIF for fundraising grants to support entities' work towards self-sufficiency.**
2. Funding provided to entities (sections and structures, excluding National Offices) was £5,126,700 in 2015 and £5,305,918 in 2016. Funding planned in 2017 is £6,445,281 (the difference is due also to foreign exchange differences). Funding to sections and structures has increased from £2,884,571 to £5,305,918 from 2010 to 2016.
3. Funding to entities is adjusted to reflect strategic or operational issues based on discussions with individual entities.
4. Fundraising investment and support is available for sections identified through an inclusive prioritization process. In addition there is now increased Fundraising advice available for all sections through the expanded Fundraising and Engagement Directorate.
5. Two year funding plans are already in place for 2016/2017 with the majority of sections.
6. Fundraising Investment grants allocated for 2016 and 2017 include a number of internationally financed entities including Mexico, Argentina, Brazil, Turkey, Poland, India, Thailand and Taiwan. The RAM process is now overseeing an integrated fundraising and operational grants system. Funding guidelines were issued in advance, as happens in each funding cycle since RAM was established in 2013.
7. As agreed at the International Board meeting in March 2016, the 2016 CADF was informed that we would not be making a presentation on this and was given the reasons in writing. AI Switzerland were also contacted and the situation explained. The matter did not come up from the floor in Barcelona and we can assume agreement with the approach.

### Decision 9: A comprehensive discussion strategy for priority countries (arising from Resolution 5b.2)

#### Implementation status: *Green*

#### Summary of Decision:

The International Council asks the International Board to set up and follow a comprehensive discussion process to design AI's strategy on priority countries on the basis of the following principles.

- (1) AI's strategy on priority countries is the result of a prior, comprehensive, multi-stakeholder consultative process that includes the experts from the International Secretariat, the relevant national sections, and the International Council. Relevant national sections may include sections from neighbouring countries, sections with an existing expertise on the priority country, or sections that have maintained a relevant partnership with local organizations;

- (2) AI's strategy on priority countries include a wide range of possible means of actions, including but not limited to: the setting up and financial support of a local section, the reinforcement of partnership with relevant INGOs that have a solid local presence, the co-operation with and support of local civil society organizations, and other initiatives from relevant national sections;
- (3) AI's strategy on priority countries shall be consistent with the Strategic Goals and other planning tools adopted by the international movement;
- (4) AI's strategy on priority countries will be formally discussed and adopted by the 2017 International Council.

#### Update on implementation

- The decision was taken at the time in August 2015 when priority countries for 2016/2017 were being agreed, in line with Strategic Goals. Using the criteria already discussed/agreed with the movement in 2013, the SLT decided on priority countries for human rights work. The proposed priorities for growth and fundraising were discussed at the ICM and have now been agreed.
- The proposed strategy for priority countries, which would replace the 2013 framework, is now being developed. It is unlikely that there will be major changes. The updated strategy will be presented to the ICM for agreement.

#### Decision 10: Implementing principles of One Amnesty and Moving Closer to the Ground in the organization of Regional Offices (arising from Resolution 5b.4)

##### Implementation status: *Green*

#### Summary of Decision:

The International Council decides that in the Global Transition Programme, all sections in a region will have access to key regional functions and support services provided by the regional office.

#### Update on implementation

- This has been consistently followed in all the regional offices established so far.
- In relation to MENA region a) changes to the organisation structure/ location were made in response to AI Israel's (All) concerns and after extended dialogue with All the MoU was agreed, and ratified by their Board.

#### Decision 11: Internal Democracy: One section/structure, one vote (arising from Resolution 5c.1)

##### Implementation status: *Green*



**Summary of Decision:**

The International Council requests the International Board to develop, within the Governance Reform process, voting allocation and decision-making models which shall include the “one section/one vote” model. These models shall be debated at the 2016 Chairs Assembly prior to the approval of the Governance reform at the 2017 ICM.

**Update on implementation**

- The Governance Reform process includes a workstream on voting rights. The Governance Committee established a working group on voting rights, which contributed proposals that are now under consultation as part of the movement wide engagement process.
- Following the feedback from sections, proposals to the May 2016 Board meeting included a one section one vote option, and this was discussed with the CADF in July 2016.

**Decision 12: Changes to the ICM Standing Orders concerning accountability (arising from Resolution 5c.3)**

**Implementation status: *Green***

**Summary of Decision:**

The International Council decides to replace article 3.1 of the ICM Standing Orders relating to its agenda with the following:

3.1 The International Secretariat (IS) prepares a draft agenda in consultation with the chairperson of the Board and the Preparatory Committee (PrepCom). Once approved, it is circulated to delegations at least two months in advance of the International Council Meeting.

The agenda should include as a minimum (please refer to *ORG 50/2265/2015: 2015 ICM Decisions Report* for details).

- Presentation in plenary – to be voted on and, where appropriate, approved – of a report from the International Board on its activities in all areas included within its statutory and regulatory responsibilities
- Presentation in plenary – to be voted on and, where appropriate, approved – of a report from the International Treasurer
- Presentation in plenary – to be voted on and, where appropriate, approved – of a written report on the implementation of the decisions made at the previous International Council and decisions made at earlier International Councils whose implementation is still pending
- Presentation in plenary of a report by the Secretary General summarizing the work done by the International Secretariat on human rights and organizational and resource matters
- Presentation in plenary of a report on the situation of the international movement including the New Forms of Presence, based on the accountability tools for movement structures (such as the Core Standards and the Standard Action Report).

- Working party agendas as specified in article 4.1 and following.
- Elections to international posts, as specified in article 11.1 and following.

**Update on implementation**

- The Governance Committee, together with the ICM Chair and the Preparatory Committee, commenced preparations for the 2017 ICM agenda in the second half of 2016. This decision will be taken in to account during the preparations. Most of these items are already part of the ICM agenda.
- One issue arising here is how a vote should be taken on the reports. The approach to this will be discussed with the ICM Chair and the Preparatory Committee in due course.

## Appendix 5: Proposed Strategy for country prioritisation

### Response to 2015 ICM Decision 9 June 2017

Summary: This paper sets out a proposed update to Amnesty International's approach to country prioritization, in response to Decision 9 of the 2015 ICM. It is included as an appendix to the 'Board Report to the ICM.' ICM Delegates are asked to review the proposal and will have the opportunity to discuss and advise on ways forward at an ICM workshop dedicated to this topic.

#### 1. Introduction

Amnesty International's strategic framework '*Taking Injustice Personally; Amnesty's Strategic Goals 2016-2019*' sets out the movement's substantive human rights aims, as well as a series of ways of working to which all entities are committed to progressing. These include an emphasis on meaningful engagement with rights holders, activists and members, on diversifying the groups with whom we work with and for, and on advancing our growth ambitions to provide a wider base to support our core human rights objectives.

Our impact analysis from this and from previous periods, particularly the former Integrated Strategic Plan (2010-2015) shows that Amnesty International is most successful in achieving specific aims when we are able to commit focused and sustained emphasis on priority themes and countries. This allows us to better understand geopolitical dynamics in specific contexts, to build partnerships and meaningful engagement with rights holders and civil society, to ensure sustained and therefore better targeted influencing strategies and to devise theories of change that draw on strategic engagement from across our global movement.

It is therefore important that our approach to and criteria for prioritization is regularly reviewed, particularly in response to Decision 9 of the 2015 International Council Meeting (ICM) on country prioritization. It is proposed that our approach to country prioritization should not be a standalone strategy, but firmly embedded in the assessment and design of our Strategic Goals, to ensure alignment between country and thematic priorities and to mitigate risks that multiple prioritization strategies detract focus from an agreed set of movement-wide objectives.

Decision 9 states: "The International Council ASKS the International Board to set up and follow a comprehensive discussion process to design AI's strategy on priority countries on the basis of the following principles:

- (1) AI's strategy on priority countries is the result of a prior, comprehensive, multi-stakeholder consultative process that includes the experts from the International Secretariat, the relevant national sections, and the International Council. Relevant national sections may include sections from neighbouring countries, sections with an existing expertise on the priority country, or sections that have maintained a relevant partnership with local organizations;

- (2) AI's strategy on priority countries includes a wide range of possible means of actions, including but not limited to: the setting up and financial support of a local section, the reinforcement of partnership with relevant INGOs that have a solid local presence, the co-operation with and support of local civil society organizations, and other initiatives from relevant national sections;
- (3) AI's strategy on priority countries shall be consistent with the Strategic Goals and other planning tools adopted by the international movement;
- (4) AI's strategy on priority countries will be formally discussed and adopted by the 2017 International Council."

This proposal that follows is an update to the current strategy 'Identifying Priority Countries 2012-2015' (ORG 30/002/2012) which was agreed in 2012 following movement-wide consultation, led by AI Spain, on approach and criteria for agreeing priority countries.

## **2. Background**

Since the last approach for identifying priority countries was agreed in 2012, Amnesty International has undertaken a transformative change process and implemented new ways of working that sharpen our ability to define and implement effective organizational strategy. These developments aim to increase our collective movement-wide capability to achieve more focused, relevant and impactful human rights change. They underpin all processes by which we identify thematic and geographic objectives and priorities and include:

Establishment of Regional Offices: Through the Global Transition Programme (GTP), Amnesty International has established 14 Regional Offices (ROs) in strategic locations around the world. ROs are closely connected to regional and national power structures, civil society actors and coalitions and rights holders and are positioned to carry out thorough and precise assessment of human rights violations, challenges and opportunities in specific regions and sub-regions.

Establishment of Regional Advisory / Oversight Groups: Accompanying the development of Regional Offices, RAGs/ROGs form advisory groups of external experts and Section/structure Directors who guide decisions on Amnesty's priorities and approach, and strengthen connection to external movements and trends, in specific regions and sub-regions.

Development of Amnesty's Strategic Goals: Amnesty International has embarked on a new global strategy that seeks to address some of the biggest challenges the human rights movement is facing today. Agreed through a comprehensive, multi-stakeholder consultation process including input from all Amnesty entities and a broad range of external experts and sources, Amnesty's Strategic Goals were agreed at the 2015 ICM and define the movement's objectives, priorities and intended human rights outcomes for the current strategic period. The Strategic Goals are articulated through Theories of Change and implemented through Operational Plans which form the definitive statement on Amnesty's thematic, geographic and growth priorities.

Implementation of a new Impact & Learning System: To accompany the Strategic Goals, in 2016 Amnesty established a new, movement-wide Impact & Learning System to help us better

understand, improve and communicate our impact. We use this system to monitor and evaluate our work, to generate evidence of progress and challenges, to learn more about what is driving or impeding change and to identify where we need to adjust or improve strategy, priorities and objectives.

Development of Amnesty's Crisis Protocol: Updated in January 2016, Amnesty's Crisis Protocol (POL 40/3523/2016) sets out the organization's capability for crisis preparedness, defining our approach, objectives and workflow for crisis response and ensuring appropriate mechanisms are in place to respond to emerging crisis or conflict situations.

Taken as a whole, these components ensure that Amnesty's strategy and associated priorities are based on thorough external analysis of the human rights trends and challenges most urgently requiring our focus and efforts, rooted firmly in regional and national contexts, and drawing on analysis from across the movement of where and how Amnesty can be most impactful and effective. They aim to fully integrate thematic and geographic perspectives, to articulate where Amnesty needs to prioritize its human rights and growth ambitions, and to balance long-term strategy development and objective-setting, with ensuring appropriate capability to respond and reallocate resource to crisis or emerging challenges.

### 3. Impact Analysis

As IS teams and national entities have focused on strengthening our approach to impact analysis through annual reviews and through a number of high-priority evaluations, important evidence has been generated about what drives or hinders effective strategy. Based on a comprehensive review of the last Integrated Strategic Plan (ISP Impact Review POL/50/5121/2016) and the results of the first year of Strategic Goals analysis, a number of key findings have emerged which influence this proposed approach to country prioritization.<sup>1</sup>

- Our impact assessments show that **combining sustained work with the right mix of tactics supported by a strong power analysis pays off** – particularly on issues where we have developed expertise over the long term – and is likely to have more lasting impact.
- **Community ownership, mobilisation and active participation were key to delivering impact** within the last ISP and the first year of the Strategic Goals through sustained emphasis on collaboration with affected stakeholders in campaigning, advocacy and community empowerment. **A positive shift towards effective collaboration with partners** was noted across multiple reviews and evaluations.
- Particularly as regards influencing change at national level, long-term engagement combined with strong analysis of the political landscape emerge repeatedly as critical factors for success. In particular **using transitional moments to secure commitments** or create momentum for change has been highly effective. Similarly, **working on smaller countries or countries that get less attention** has often yielded results, particular when Amnesty has been able to focus on 'tipping points' for

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<sup>1</sup> For more context on each of these findings, please review the Integrated Strategic Plan Impact Review (POL 50/5121/2016) where each point articulated in detail, with examples and suggestions for next steps for movement-wide consideration.

progressive change in those contexts.

In sum, longer-term commitment combined with short-term agility contributed to maximum impact in many cases, particularly when we were able to identify which entities and activities were most strategic to influencing change in a particular context. Short-term and sporadic interventions (apart from tactical campaigns and crisis response work) and abrupt discontinuity and de-prioritisation of work risks limiting impact, and negatively affects growth potential.

In order to affect broader systemic change and grow the human right movement, our approach to all avenues for prioritization, and specifically to country prioritization should therefore be based on making longer-term investments and developing theories of change and activities to address entrenched problems in a holistic way. This should be based on thorough understanding of the political, social and economic climate in specific jurisdictions, so we can move beyond addressing one particular manifestation of human rights violation and begin to address root causes and the interconnections between multiple violations and circumstances.

#### **4. Strategy for Country Prioritization**

Given the considerable external and internal consultation and analysis undertaken to agree Amnesty's Strategic Goals, and the evidence for establishing robust and multi-faceted strategies as the most effective route to impact in-country, it is proposed that the identification of priority countries be rooted in our Strategic Goals and not run as a separate or stand-alone process.

**It is therefore proposed that country priorities be agreed for a four-year period, in line with the timeframe for Amnesty's global strategy,** with the potential to be extended to ensure longer-term investment and attention as appropriate. Priorities will be reviewed every two years, within each operational planning process, and based on joint IS and section and structure input to thematic and regional strategy development, as well as external input from the Regional Advisory and Oversight Groups and other sources.

Within this longer-time frame, Amnesty's capability to shift and reallocate resources to respond to emerging crises and conflict will be maintained through the Crisis Protocol. This means that concentrated movement focus can be allocated to countries in conflict or crises as needs warrant, regardless of whether they have previously been identified as strategic priorities.

Country priorities will be established in two areas to address Amnesty's strategic goals related to:

- (i) Human rights impact
- (ii) Growth of supporters and of funds

**Across all regions, these two lenses will be most effective when they are fully aligned and mutually supportive to ensure that programmatic work advances supporter engagement opportunity and vice versa.**

However, it is recognized that the criteria and potential for impact for both domains may not be entirely aligned in all cases, and that there will be some variation in the prioritization lists as a result.

<b>Amnesty International's Country Prioritization Strategy will:</b>
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- |   |
|---|
| <ul style="list-style-type: none"><li>• Be agreed through Strategic Goal and Operational Planning processes, and not as a stand-alone</li></ul> |
|---|



process

- Be agreed for four-year periods to ensure sustained investment and engagement,
- Set out priorities for human rights impact and for growth
- Encompass approximately 20 countries, or 10% of the world's countries
- Be proposed as part of strategy development led by Regional Offices and Sections and structures, with input from Regional Advisory / Oversight Groups
- Be agreed by the IS Senior Leadership Team, in conjunction with approval of Operational Plans

#### 4.1 Criteria for identifying priority countries for human rights impact

To achieve our Strategic Goals and our objectives on priority themes and countries, Amnesty International will concentrate our energy and resources on areas where we can meaningfully affect change. **It is therefore proposed that our approach to country prioritization be both more focused and longer-term and that approximately 20 countries** be identified as priority for human rights impact within each four-year period, an estimated 10% of the world's countries.

These countries will see significant movement investment, alongside a range of work in additional countries that will ensure appropriate coverage of other issues including tactical and crisis response, work on transition moments or tipping points, or efforts to respond to emerging opportunities for change.

As the organization takes an increasingly thematic approach to addressing violations at regional or sub-regional level, we will also seek to maximize the 'ripple effect' of work or progress in any priority country to surrounding areas, as appropriate.

The **gravity of human rights violations** combined with the **opportunity for impact** will be the guiding principles behind country prioritization, as based on the analysis undertaken to agree our Strategic Goals and operational plans. Criteria therefore include:

- Alignment to Amnesty's theories of change and/or global campaigns, with projects in any priority country aligned to achieving outcomes in two or more of the Strategic Goals;
- Gravity of abuses, and the anticipated trends in the country / sub-region;
- The country's geopolitical influence at global / regional level;
- Potential and capacity for national advocacy and mobilization;
- Expected human rights impact that could be achieved through Amnesty's intervention;
- Assessment of Amnesty's comparative advantage and the added value of its intervention on the particular human rights challenge in the country.

Where a country that would be expected to be a priority is not emerging in the Theories of Change or associated projects, this will be interrogated as part of regional strategy development undertaken by Regional Offices and Sections and structures. The final proposed list of country priorities will be reviewed and agreed by the IS Senior Leadership Team (SLT) as it approves each Operational Plan, based on input from Regional Offices, sections and structures and Regional Advisory/Oversight Groups.. This mix of 'bottom-up' and 'top-down' criteria aims to achieve a list that addresses the most urgent human rights challenges in a particular region, but that is also relatively succinct, has buy-in, and will therefore be used consistently.

#### 4.2 Criteria for identifying priority countries for growth

Strategic Goal 5 provides a clear articulation of Amnesty's growth ambition over this strategic period, and outlines a focused approach to movement growth that will underpin future strategic plans. Through achievement of Goal 5 we are aiming to be a truly global human rights movement of people defending human rights for all.

Our ability to change the world depends on our ability to move millions of people worldwide to join us in advancing human rights change. We will work to ensure that Amnesty International is a larger, stronger and more diverse movement with greater capacity to achieve human rights impact. We will do this by:

- Engaging 25 million people to take action for human rights with us by 2020.
- Inspiring four million people to donate in support of human rights– raising €400 million in 2020. This includes gifts from our biggest donors.

Meeting these target relies on identifying priority countries where we have both the potential and the capacity to grow. Growth targets are not generically spread across all Amnesty entities, but are agreed with a specific number of entities based on benchmarking exercises and detailed assessment of the potential in particular markets. Criteria for agreeing supporter targets and fundraising targets vary as follows:

Achieving supporter growth:

The implementation plan for achieving the supporter growth target of Goal 5 has been further developed in 2017 and will be based on agreeing three priority Sections and structures per region that have a significant opportunity and capacity for activist growth.. Priority countries for supporter growth will be agreed by the Regional Offices and Sections and structures by July 2017 and will be closely supported by IS teams, and through processes of peer learning, to develop robust growth and engagement targets and plans.

Achieving fundraising growth:

Prior to agreeing the Strategic Plan and the Goal 5 targets during the 2015 ICM, significant work was done by the Fundraising Management Team (FMT) and the Global Fundraising and Engagement Directorate at the IS together with sections, to establish what fundraising growth for Amnesty International could look like. Extensive benchmarking with International Non-Governmental Organisations (INGOs) and other like-minded organisations in many different markets in the global North and South was delivered. Market analysis was undertaken to look at short, medium and long term investment markets with the biggest potential for Amnesty International. As a result of this analysis, prioritization of our income channels and priority markets were agreed for the current four year strategic period.<sup>2</sup> Priority countries were agreed for each of the following income channels and can be found in Appendix 6.

- i. Individual giving
- ii. Legacies
- iii. Philanthropy (Major Donors)
- iv. Trust & Foundations

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<sup>2</sup> For more detailed information please see the Goal 5 Fundraising Strategy disseminated by the Global Fundraising and Engagement Directorate in xx 2017.

#### 4.3 Considerations for establishing new forms of presence

Criteria for establishing new forms of presence, and National Offices in particular, were outlined in Amnesty's former Growth Strategy 2010-2015 and remain relevant. Any decision to establish a new form of presence is agreed by the International Board and is driven by opportunity analysis linked to active participation and partnerships; opportunity to build the human rights movement; opportunities to increase impact with a key government; opportunity to raise resources; build engagement; consideration of youth and activism and Human Rights Education (HRE) possibilities; and assessment of the potential for any new entity to become self-sufficient and self-governed. In particular, assessment of capabilities in the following areas are key:

- To engage with partners and rights-holders in the design of specific programmes of work;
- To contribute to the human rights movement working towards Amnesty International's Strategic Goals;
- To influence governments to support issues of Amnesty International's priority concerns in the region and internationally;
- To raise funds to achieve financial self-sufficiency within an agreed period of time;
- To provide engagement & activism options to diverse individuals and organizations interested in supporting Amnesty International's work;
- To develop a programme of work with young people that empowers them to take action as human rights activists and leaders in the organization;
- To establish a human rights education programme that engages grassroots organizations and community-based activists, as well as schools and academia;
- To enable Amnesty International entities to become self-governing in specific countries within 10 years.

The above criteria relate primarily to large scale decisions and investments to establish new national offices. However, the development of our Strategic Goals and aligned theories of change, operational plans and Regional Office strategies, include a clear focus on establishing other forms of connections, primarily through partnership or coalition in countries where Amnesty does not have a presence. These relationships are critical to developing effective analysis and strategy and require careful assessment, support and management. For this reason, it is essential that formal partnerships with organizations where Amnesty does not have a presence are rooted in regional strategy, with consensus and agreement across relevant IS teams and Sections and structures and are not undertaken independently by any individual entities.

#### 5. Implications

Given that our impact analysis indicates that broader systemic change emerges from longer-term investment and concentration of focus and resources, any prioritization exercise is designed to ensure appropriate movement emphasis on human rights issues deemed to be the most urgent or opportunistic, particularly when these contribute to potential for movement growth.

Our Strategic Goals and associated Theories of Change are the primary lens for prioritization of movement resources, and within this picture, particular investment across all Amnesty entities should be given to work undertaken in agreed priority countries. All entities should therefore ensure that plans and resource are allocated to achieving the human rights or growth objectives each entity has the most significant strategic capability to influence.

### **5.1 Operational implications for IS teams**

IS teams will carry out the highest level of programmatic work on priority themes and countries, and will allocate greater alignment of resources to priority countries depending on the most effective pathway to change in addressing specific human rights violations. Resource allocation will vary depending on a number of factors including: access to the country, opportunities to undertake activities in country, potential strategic influence of actors in other locations etc.

IS teams will ensure appropriate alignment of thematic issues, as articulated through our Theories of Change, with country-specific contexts and will focus on building a thorough analysis of the political, social and economic factors in country and on assessing the interdependency of violations and their causal factors. Teams will commit to undertaking research, advocacy and campaigning, and to building partnerships and presence, where feasible, as well as ensuring and facilitating opportunities for longer-term by strategic entities across the movement.

IS teams will also provide the highest level of support and capacity building to sections/ structures in countries prioritized for growth, to support skills building and to develop, monitor and achieve growth targets.

### **5.2 Operational Implications for S/s**

Operational implications for Sections and structures will vary depending on whether the entity is primarily contributing to fulfilment of objectives in other countries or are themselves in a priority country for human rights impact or growth.

#### Sections and structures contribution to external (outside of own country) objectives:

All entities will emphasize Amnesty's global campaigns, as the highest priority area for movement-wide input. For work on all other priority themes and countries, potential for specific S/s influence will be considered and S/s should align programmes and resources to those objectives where they can most effectively contribute to achieving change and to areas which are of particular relevance to their activist base and where they can build longer-term supporter engagement strategies.

Assessment of which entities are most essential for particular thematic or country projects will be jointly considered by IS and S/s teams through global and regional planning processes and as part of the theory of change development for particular projects. Sections and structures should consider the following criteria when considering their potential impact on a target country:

- Country with particular political, economic or historical influence on a target country;
- Country with particular regional or IGO influence;
- Country with human rights concerns similar to those focused on in a project, especially if the country has successfully implemented steps to remedy concerns similar to those focused on in a project;
- Country with a significant diaspora from the target country;
- Country where there is a considerable public support for, or considerable public debate over, the human rights issue;
- Countries where the corporate actors of focus in the project are headquartered and/or listed;
- Countries where the major shareholders of the companies focuses on in the project are based;
- Major donor countries, particularly where we have a donor specific ask

Sections or structure contribution to internal (within own country) objectives:

Sections in countries that have been identified as priorities for human rights impact or growth will play a lead role in fulfilment of related objectives.

In human rights priority countries, Sections and structures will contribute to assessment of potential research and campaign objectives, will support development and dissemination of work and will help to guide coalition building and engagement opportunities.

In growth priority countries, Sections and structures will be responsible for designing, implementing, monitoring and reporting on supporter growth or fundraising plans and will work hand in hand with IS teams to ensure established targets are achieved.

Given that the greatest opportunity for success comes when programmatic and growth objectives and plans are jointly developed and implemented, and as we are seeking the closest possible alignment of human rights and growth priority countries, integrated working across a range of IS and section and structure teams will be a critical factor in achieving desired change in these areas.

**5.3 Implications for Sections and structure investments**

Resources provided from the international budget via the Resource Allocation Mechanism (RAM) to internationally financed Sections and structures will be protected at current levels plus inflation for OP2 of this Strategic Goals period (2018-2019), barring any significant performance concerns within particular entities.

Sections and structures in priority countries for human rights impact and supporter growth will be prioritized for any available additional funding streams within the RAM to ensure that ambitions in these areas receive appropriate investment. Sections and structures in priority countries for fundraising growth are able to apply to the Fundraising Investment Fund (FIF) to support their activities. All applications will be reviewed and decided upon by the RAM Committee.

In addition, Sections and structures in priority countries will receive ongoing support and capacity building from IS teams, and will be encouraged to participate in peer learning across entities, to support achievement of objectives.