

AMNESTY INTERNATIONAL USA'S STRATEGIC FRAMEWORK 2022-2026

APPROVED AT 2022
ANNUAL GENERAL MEETING

AMNESTY
INTERNATIONAL



TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
STRATEGIC FRAMEWORK	7
ACHIEVING HUMAN RIGHTS IMPACT	11
STRENGTHENING OUR PEOPLE POWER	15
IMPROVING OUR CAPABILITIES AND CULTURE	18
APPENDIX: GLOSSARY OF TERMS	26

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY



CONTEXT AND RESPONSE

This framework plans for strengthening our power and impact during a time of evolution across human rights, movement building, and internationally networked and member-led activism. We will thrive by acting with humility and alacrity to learn, adapt, and experiment with our work. We will balance three core dimensions of our identity: (a) support for individuals at risk and fighting for systemic human rights change; (b) engaging both internationally and domestically; and (c) enabling both members and staff to lead and support collaborative efforts. Our renewed focus on experimentation and learning will serve as a foundational organizational approach and allow AIUSA to remain nimble and adaptive as the context changes.



ACHIEVING HUMAN RIGHTS IMPACT

AIUSA will focus its human rights impact in two overarching areas: 1) Freedom of Expression and Civic Space, and 2) Equality and Non-Discrimination. Within these two areas, we will focus on existing human rights priorities and start to build new streams of work as a result of our strategy consultations. These combined human rights priority areas will represent 80 percent of our efforts, drawing on an array of cross-functional tactics: research, communications, member engagement, organizing, campaigning, and advocacy. This overall balance and level of prioritization is in line with Amnesty International's Global Strategic Framework (2022-2030) approved by the Global Assembly in September 2021.

Existing Human Rights Priorities

During the initial year of the new strategic framework, AIUSA will continue its engagement on ending gun violence and refugee and migrant rights, with a plan to transition from flagship campaigns to ongoing areas of work. We will expand and strengthen our longstanding commitment to Individuals at Risk (IAR), by elevating individual case work to a common lens and integrating it across all priorities. This elevation will ensure our human rights impact is positioned to work at the intersection of protecting individuals and advancing systemic change. We will continue to engage in rapid response to crises and occasions of grave crimes and systematic violations, including where the right to protest is threatened, and deepen our work to curtail the power of technology corporations to undermine human rights – all in line with the spirit of learning and experimentation.

Emerging Human Rights Priorities

AIUSA will build on existing priorities and explore new areas of work in line with the Global Strategic Framework, including expanding our work on racial justice, developing opportunities around corporate accountability, and engaging on economic, social, and cultural rights (ESCR), and climate. The framework highlights areas for learning and innovation that will enable further refinement to newer areas of work and help determine appropriate scope. This approach allows AIUSA to clearly signal to both the world and the wider Amnesty International movement a commitment to these human rights priorities, while remaining adaptable as AIUSA discovers where it can make real impact.

Flexible Areas of Work

AIUSA will maintain a lower level of organizational and member engagement in the areas of the death penalty, gender justice, sexual health and reproductive rights (SRHR), and responding to new developments in existing areas of human rights work, amounting to a maximum of 20% of all of AIUSA's work. These areas will rarely draw on the full set of organizational tactics – in line with the aforementioned Global Strategic Framework.

Common Lenses

Throughout all our work, we will utilize common lenses to help shape and inform our approach to making human rights impact: racial justice and intersectional feminism, corporate accountability, and individual case work. In practice, this means that no matter the body of work, we will ask the following questions to shape our approach: Is there a disparate racial or gender impact to address? Is there a corporate reform to advance? Are there human rights defenders or individuals at risk to protect?



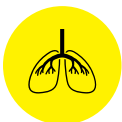
STRENGTHENING OUR PEOPLE POWER

New Campaigning Approach

Unlike previous years, AIUSA will no longer commit to running two “flagship campaigns” that will last for the full duration of the strategic period. Instead, we will run shorter term tactical campaigns across our human rights priority areas, existing and emerging, as opportunities and threats arise. Integrating an intentional and rigorous approach of learning and experimentation will be essential, allowing us to move and adjust throughout the strategic period, understanding there are multiple areas where substantial testing is likely. For example, building our capacity to campaign effectively across a greater number of areas is essential for engaging our existing membership structures and for recruiting new members and digital activists.

Organizing and Mobilization

AIUSA is committed to providing effective staff support and organizational resources for existing forms of grassroots organizing and activism. We are equally committed to developing new forms of organizing and mobilization to grow our movement in size, diversity, capacity, and influence. In order to be both flexible and impactful, we recognize the concomitant need for shared responsibility and revitalized partnership among members and staff.



IMPROVING OUR CAPABILITIES AND CULTURE

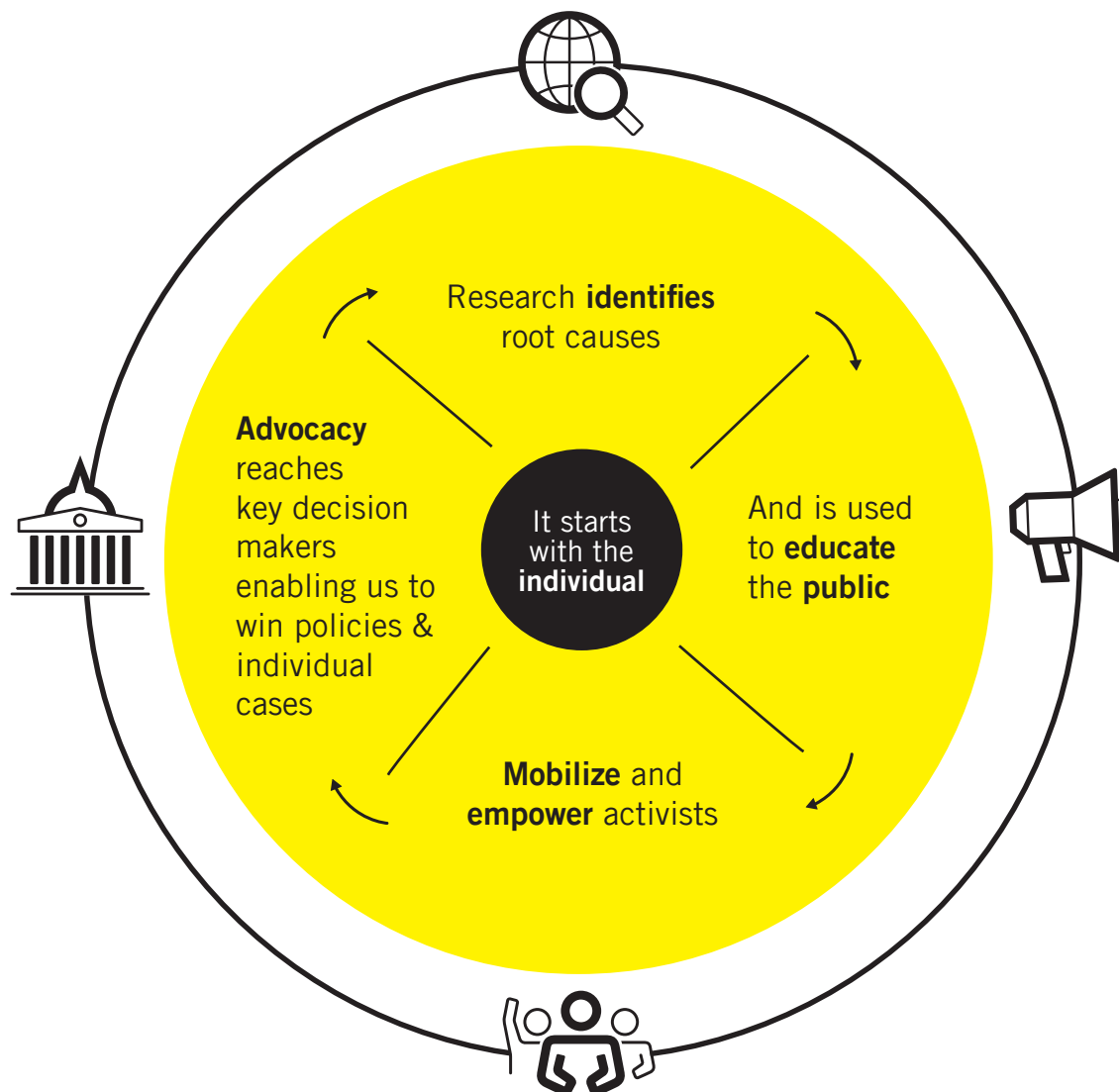
We will invest the human and financial resources needed to develop an experimentation capacity and culture as we continue to strengthen our core capabilities of research, organizing and mobilizing members and activists, campaigning and advocacy, external communications, and human rights education (HRE). Over the strategic period, we plan to experiment and learn so that we can identify, amplify, and invest in new and promising approaches to driving impact and achieving lasting results.



HOW WE WORK

Amnesty International has a uniquely effective strategy for protecting human rights that uses a three-pronged approach:

1. We conduct research to uncover human rights abuses and document patterns;
2. We use this research to educate the public and equip activists to demand change;
3. We mobilize grassroots activists to advocate for human rights in the U.S. and around the world.



STRATEGIC FRAMEWORK



STRATEGIC FRAMEWORK



CONTEXT: DISRUPTION AND TRANSFORMATION

If anything is certain about the next five years, it is disruption. Across the human rights spectrum, we are seeing accelerated rates of unpredictable change. Civil and political rights are increasingly under assault globally by authoritarian states as threats and attacks on voting rights and democratic institutions increase in the United States. New movements, organizing tactics, and technologies are also transforming protest into power. The twin threats of an evolving pandemic and climate change are exposing how our global economic model fails to sufficiently regulate corporate power or the concentration of individual wealth, perpetuating inequality and exacerbating human rights violations. In the coming years we can expect even more extreme inequality and deprivation across a range of economic and social rights.

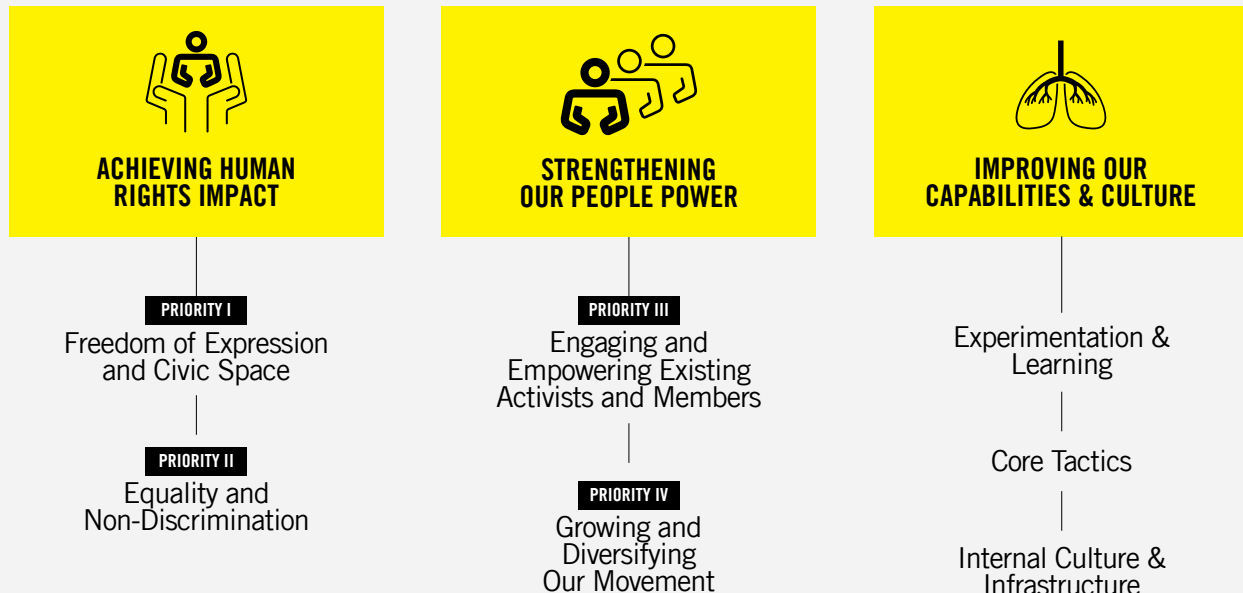
US politics are increasingly divided on everything from the pandemic response and supportive macroeconomic policy, to how to address increasing demands for racial, social, and gender justice, to the US's role and ability to advocate for human rights on the international stage. With the coming 2022 midterms, as well as key gubernatorial races and the 2024 presidential election, we must plan for unprecedented levels of political volatility and unknowability. Even in its first year, the current administration's inconsistent record on human rights at home and abroad has yielded very little indication as to what it will do in the next three years, regardless of congressional elections outcomes. Its policies on refugee and migrant rights, for example, have varied from notable progress for those seeking sanctuary, including reductions in the number of children detainees and raising the annual refugee admissions cap, to policies that abandoned Afghan allies and returned thousands of migrants to desperate straits in Haiti.

Accelerated social and cultural disruption will likely continue as powerful technology corporations, artificial intelligence, and the surveillance economy determine not only what we know and how we see the world, but how we engage with one another, who we talk to, and even how we think. The failure of the United States to grapple with and transform political, social, economic and criminal justice systems with roots in structural racism means perpetuated harm and violence for Black and brown communities.

International human rights frameworks will also experience disruption. The ability of the United Nations and other international and regional institutions (e.g. WHO, WTO, OAS, EU) to marshal authority and continue to guarantee and advance progress on human rights is very much in doubt. There is significant and growing talk of the need for a new human rights compact. As global powers and their private sector proxies intensify battles over geographies, supply chains, consumer bases, and dwindling resources, the offers they make to emerging economies and democracies often wreak havoc on human rights, both in the short- and long-term.

In a world fast waking up to historic imbalances of power, we expect demands for transformative leadership and new and more effective research and evidence-based tactics and approaches in the social justice sector to grow. Addressing issues of how power is exercised within our own community has increasingly become part of our work. How we transform ourselves while evolving to address the human rights challenges of our time will be one of our fundamental opportunities and challenges.

AIUSA'S STRATEGIC FRAMEWORK



OUR RESPONSE: BALANCE, EXPERIMENTATION AND LEARNING

The board, staff, and membership of AIUSA are grappling with the effects of these transformations and are aware that our organization's relevance and effectiveness are at stake in this moment. We have all invested heavily in the process and consultations that culminated in this strategic framework, an approach that plans for impact in a time of disruption, and explicitly makes room for experimentation and learning.

Balance

As our world is buffeted by disruptive forces, it is essential that we lean into our comparative advantage as an international human rights membership organization and keep our mission—to undertake research and action focused on preventing and ending grave abuses of human rights—at our core. That means we must balance essential elements of our identity as we strategically prioritize and focus:

Support for individuals at risk **AND** systemic human rights change
 Our international human rights work **AND** domestic human rights work
 Member-led **AND** Staff-led interventions

Because these are all dimensions of our core identity, our challenge is to balance and focus our strategic prioritization in what we work on and how we deliver human rights impact. The following five-year strategic framework and the corresponding operational plans and budgets that it will shape will allow us to do just that.

Experimentation and Learning

In this time of disruption, we will accept what we don't know and recognize that we cannot predict everything. We will act with humility and alacrity in responding to opportunities to advance this framework and by learning throughout our efforts. It is for this reason that the framework emphasizes a set of desired potential results (*outcomes*) that focus our human rights priorities and provide guidance for possible areas of learning and intentional innovation (*learning & experimentation opportunities*). Advancing efforts here will require substantial staff and member collaboration and engagement in co-creating and implementing experiments, and capturing learnings to achieve our broader outcomes. We, as a section, also understand the importance of being responsive and agile to the needs of the global movement.

Throughout the strategic period, AIUSA will prepare and utilize operational plans and design enabling budgets detailing how we will shape and organize our work to make progress on our human rights outcomes and associated internal organizational goals and experiments. At any given time, we will not be working equally on all human rights areas, and our quarterly and annual monitoring and reporting mechanisms will allow us to track and communicate our overall balance. Our strategic framework is meant to be a north star that guides and allows for flexible sequencing based on deeper analysis of the external landscape and the implications for us to make impact. Rooted in the practice of learning and adaptation, this will enable us to rebalance priorities as disruptions occur and respond to new threats and opportunities while maintaining overall forward movement and clarity of commitment and vision.

ACHIEVING HUMAN RIGHTS IMPACT



PRIORITY I

FREEDOM OF EXPRESSION AND CIVIC SPACE

In alignment with the global movement, AIUSA will work to ensure that more people in more places, including online, are safely exercising their freedom of expression, under shelter of laws and regulations that protect them from violence, harassment, and unfair treatment. Under this priority, we anticipate focusing on human rights defenders (HRDs), targeting US-based corporations, including tech giants, and continuing to pressure the US government to uphold human rights during times of crisis, including moments of mass protest and responding to grave crimes (i.e. systematic and widespread human rights violations). Learning & Experimentation (L&E) will play a critical role in facilitating innovation, and the inclusion of possible L&E opportunities embedded below are meant to generate additional ideas and build member and staff ownership rather than be constraining or overly prescriptive.

Outcome 1: Human rights defenders, particularly those working on human rights priorities around the world, are protected from persecution, harassment, and human rights abuses.

- **1.1.** In collaboration with relevant member leaders, AIUSA staff develop and help deliver IAR-focused campaigns, actions, and materials to support specific HRDs identified as priorities of the section or movement.
- **1.2.** Members and member leaders, including youth and student groups, local groups, and country and thematic specialists, receive staff support and take urgent and sustained actions on key individual cases in alignment with their expertise and focus areas.
- **1.3. Possible L&E Opportunity:** AIUSA may explore and assess new and effective ways of increasing the political cost for governments that commit human rights abuses against individuals and communities, such as by harnessing the potential of global mobilization or advancing international solidarity.

Outcome 2: Corporations reduce their negative impact on freedom of expression, civic space and human rights in the United States (US) and around the world, with a focus on US-based corporations.

- **2.1.** The US government and corporations adopt rights respecting policies and regulations on the use of surveillance technology to protect the right to peaceful assembly, with a particular emphasis on safeguarding the rights of BIPOC and youth-led protest movements.
- **2.2.** Corporate actors with global reach in the technology sector are held accountable for their negative impacts on free speech and the right to protest.
- **2.3. Possible L&E Opportunity:** AIUSA may explore and contribute to advancing research, policy, and advocacy work on leading-edge issues where the impact on human rights is not yet fully understood, such as the intersections between inequality and technology or the significance of artificial intelligence.

Outcome 3: The United States government engages globally and domestically to protect against threats to civic engagement and the right to protest.

- **3.1.** AIUSA staff develop and, with members, jointly deliver rapid response public campaigns and advocacy to pressure the US government to protect human rights, and particularly the right to protest, in response to fast onset and systemic human rights crises.
- **3.2.** Local groups, student groups, country specialists, and member leaders receive staff support and resources and respond promptly to crises and urgent actions, emphasizing protecting HRDs working on section or movement priorities.
- **3.3. Possible L&E Opportunity:** AIUSA may seek to increase its understanding of, and explore, possible strategic interventions that acknowledge the changing international role of the United States in advancing human rights globally, such as advocating for upholding rights in regional and multilateral spaces.

PRIORITY II

EQUALITY AND NON-DISCRIMINATION

In alignment with the global movement, AIUSA will work on addressing and preventing the human rights causes and symptoms of structural inequality and discrimination. We will build on lessons from our Ending Gun Violence campaign to deepen our efforts on racial justice. Our work on refugee and migrant rights plans to address human rights abuses that prompt mass displacement, such as the failure to protect security rights, the increasing pressures of the climate emergency, and the continued eroding of economic and social rights. This is an area that will require the scaling up of capacity and expertise, as well as additional analysis and external partner consultations to understand AIUSA's most strategic and value added interventions. Again, Learning & Experimentation (L&E) will play a critical role in helping facilitate innovation and develop new areas of work, with the inclusion of possible L&E opportunities below serving to generate additional ideas rather than be constraining or overly prescriptive.

Outcome 4: Building on our Ending Gun Violence (EGV) work, critical anti-racism and racial justice laws and policies are adopted and protected at the local, state, and federal levels that strengthen security and political and economic rights to advance transformative justice for BIPOC individuals and communities in the United States.

- **4.1.** EGV work leads to increased resources available for community-led violence prevention activities, particularly for Black and brown communities in the United States.
- **4.2.** In partnership with our existing and evolving membership, AIUSA contributes to supporting anti-racist national, state, and local legal and policy reforms.
- **4.3. Possible L&E Opportunity:** AIUSA may seek ways to learn from and adapt its EGV methodology in partnering with communities to advocate for adoption of anti-racism and transformative racial justice laws and policies.

Outcome 5: The United States government supports and enhances the rights of refugees, asylum seekers, and migrants, providing dignified sanctuary within its borders, and working to mitigate the drivers of mass displacement globally.

- **5.1.** The US government mobilizes its global influence and resources to address and mitigate the human rights drivers of global, regional, and internal displacement, encourages other State actors to uphold the international refugee protection system, and protects the human rights of displaced populations around the world.
- **5.2.** The US government improves its domestic system of migration and refugee protection, offering increased sanctuary for refugees and asylees and consistently upholding the rights of refugees, asylum seekers, and other migrants.
- **5.3. Possible L&E Opportunity:** AIUSA may explore new approaches to prompting greater US involvement in addressing displacement drivers, such as widespread violence, social and economic rights violations, or climate pressures.

Outcome 6: The United States government advances economic and social rights with the US Government and corporations taking concrete steps to address the human rights impacts of climate change, without discrimination.

- **6.1.** The US government and corporations take visible steps to protect individuals and communities affected by violations of economic and social rights, with a focus on environmental defenders.
- **6.2.** The US government, multilateral agencies (e.g. international financial institutions, the United Nations, and trust funds), and corporate actors are held accountable for the health and economic inequality intensified by unequal and inequitable access to COVID-19 treatments and vaccines.
- **6.3.** *Possible L&E Opportunity:* AIUSA may explore its comparative advantage in how it might influence national and international fiscal, monetary, and financial policies to improve social protections, such as healthcare provisions or climate justice initiatives.

FLEXIBLE AREAS OF WORK

- AIUSA will continue work to eliminate the death penalty through campaigning and advocating for individual cases, organizing around its abolition, and preventing the reintroduction of new pro-death penalty laws – in the US and abroad.
- AIUSA will continue to respond and react to crisis situations, including reports of grave crimes (i.e. systematic and widespread human rights violations).
- In addition to working for criminal justice reforms under our key priorities, AIUSA will continue to work for human rights-consistent reforms to criminal justice systems around the world (i.e. counter-terrorism measures), with a focus on individuals at risk and advancing racial justice.
- AIUSA will continue to advance gender justice, gender-based violence prevention, and work to safeguard sexual and reproductive rights, with a renewed emphasis on regional collaboration around intersectional feminism and protecting Indigenous women and girls.

STRENGTHENING OUR PEOPLE POWER



STRENGTHENING OUR PEOPLE POWER

In alignment with the global movement, AIUSA recognizes that to drive impact, we need to unleash the full potential of our people power. This means we must strengthen and support our existing grassroots base, and grow in size and diversity, capacity and reach, and power and influence. We also recognize the importance of shifting and improving the interactions between and among members and staff, and clarifying where AIUSA supports or accelerates other coalition partners or social movements, and when AIUSA plays a leading role.

In order to achieve this, AIUSA will work towards six People Power outcomes, rooted in mutual respect and accountability, and shared responsibility between staff and members. This section also provides possible areas of opportunity for learning & experimentation (L&E).

These outcomes are grouped under two overarching priorities:

- **Priority III:** Engaging and Empowering Existing Activists and Members
- **Priority IV:** Growing and Diversifying our Movement

PRIORITY III

ENGAGING AND EMPOWERING EXISTING ACTIVISTS AND MEMBERS

Outcome 7: Staff and members partner together to support member-driven activism.

- **7.1.** AIUSA staff demonstrate knowledge and skills in leveraging AIUSA's membership-based model and improve shared processes (e.g. governance resolutions, working groups, consultations, event planning, new collaborative structures).
- **7.2.** AIUSA staff provide ongoing guidance, information, and coordination for member leaders across campaigns, organizing efforts, and programs, including supporting member action on influencing policy and legislative change.
- **7.3.** AIUSA members initiate and lead, with staff support, local and state-level actions in line with their priorities and areas of expertise (e.g. influencing state legislation, media work, engaging municipal and local corporate actors).
- **7.4. Possible L&E Opportunity:** AIUSA may try to creatively integrate different types of member-led initiatives at the local level with broader human rights goals that resonate domestically and internationally.

Outcome 8: Members take action in support of AIUSA's human rights priorities.

- **8.1.** A growing number of members and activists are mobilized – offline and online – to support AIUSA's human rights priorities, through tactical campaigns, IAR cases, advocacy efforts, urgent actions, and other approaches.
- **8.2. Possible L&E Opportunity:** AIUSA may test multiple different engagement and retention paths for sustained and significant online and offline membership and activist action.

Outcome 9: Member skills and expertise are strengthened through focused training, skillbuilding, and ongoing Human Rights Education (HRE), enabling more impactful activism, organizing, and advocacy.

- **9.1.** Members are equipped with targeted training and ongoing skillbuilding to deliver on AIUSA's human rights priorities and ambitions, including establishing staff-member partnerships to update existing and develop new HRE curricula, build peer learning mechanisms, and provide targeted support during the campaign lifecycle.
- **9.2.** Digital tools and technology build and sustain virtual member communities for learning, information exchange, innovation, and organizing.
- **9.3. Possible L&E Opportunity:** AIUSA may explore new forms of member-staff collaboration and skillbuilding opportunities to increase actions targeting corporate actors.

PRIORITY IV

GROWING AND DIVERSIFYING OUR MOVEMENT

Outcome 10: Diversify our grassroots movement, particularly with respect to race, ethnicity, national origin, socio-economic status, and age.

- **10.1.** The board, staff, and membership work together to attract individuals and groups who are underrepresented in AIUSA's membership and leadership, and work towards building an anti-racist movement that ensures inclusion and belonging for all stakeholders.
- **10.2. Possible L&E Opportunity:** AIUSA may explore different entry points, retention opportunities, and corresponding activist journeys for engaging with AIUSA, through data-driven tests and judicious use of new acquisition and retention channels and tools.

Outcome 11: AIUSA staff and members deepen relationships with impacted communities and partners.

- **11.1.** AIUSA's connection to impacted communities has grown and is mutually beneficial in service of our shared human rights goals.
- **11.2.** Activists with direct lived experience of our human rights priorities (initially, gun violence and refugee rights) and/or who live in communities where human rights abuses are more prevalent are recruited and invited to act as authentic storytellers, spokespeople, and community connectors.
- **11.3. Possible L&E Opportunity:** AIUSA may explore policy-consistent approaches to support the viability and financial sustainability of our community-based partners.

Outcome 12: AIUSA's supporter and donor base is expanded to drive increased net income and long-term movement sustainability.

- **12.1.** AIUSA will significantly increase our donor base by 2026, with a focus on monthly sustainers and major donors. To achieve this growth, we will increase our efforts around existing, successful acquisition channels.
- **12.2. Possible L&E Opportunity:** AIUSA may explore new, innovative techniques and acquisition channels that enable us to engage with diverse and underrepresented donor audiences.

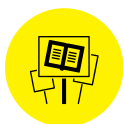
IMPROVING OUR CAPABILITIES AND CULTURE



IMPROVING OUR CAPABILITIES AND CULTURE

Amnesty International's mission is to undertake research and action focused on preventing and ending grave abuses of human rights. By publicizing the facts of individual cases along with impartial and systematic research into broader patterns of human rights abuse, we equip our members, supporters, activists, volunteers, and staff, with the information and skills to exert direct, public pressure on governments, corporate actors and others to take needed action to prevent abuses and advance enjoyment of human rights for all.

In order to deliver impact during this strategic period, AIUSA commits to improving our culture to encourage learning and enable experimentation with a focus on investing the human and financial resources needed to strengthen our core tactics and capabilities we leverage in service of our mission and identified human rights priorities.



FOSTERING A CULTURE OF LEARNING AND INNOVATION

While learning and innovation have been necessary hallmarks of the human rights sector since its founding, they are still somewhat new to AIUSA as formal organizational imperatives. As we seek to remain flexible and adaptable amidst increasing disruption, growing our ability to learn from our efforts, adjust, and innovate readily will be critical to our success. Innovation is nurtured by a collaborative environment, and we will use our commitment to shared leadership to help support experimentation by members and staff. AIUSA recommits to building a culture of experimentation and a learning orientation throughout this strategic period. This will require both a mindset shift and new skillsets. Experimentation will be a key feature of how we adjust operationally to align towards our desired outcomes.



INTENTIONAL EXPERIMENTATION

Over the next strategic period, we will advance a culture of intentional and rigorous experimentation, testing multiple approaches to deliver on our outcomes. Starting with small experiments, we will document progress, report on lessons learned, and consider increasing investments in some areas which are showing promising signs of success. While initiating an experiment does not confirm an ongoing organizational commitment of resources, we hope to see visible progress and expand or otherwise deepen work in areas showing promise and generating actionable lessons. We seek to be innovative across our portfolio, in how we combine bodies of work, when and where we choose to mobilize and bring pressure, and how we build relationships.

There will be windows of opportunity for testing well-established tactics (e.g. petitions, lobbying) as well as more significant reimagining to address emergent challenges (e.g. how to sustain activism during a global pandemic). Some experimentation might include doing one thing differently (e.g. A/B testing in marketing communications or adjustments in how a working group organizes), whereas other efforts may try and generate new approaches to bigger challenges.

As the experiments needed will vary, clear proposals and criteria will be shared prior to launch. Opportunities to review and learn along with established reporting will provide opportunities to reflect and adjust course. Experiments, ideally run in parallel, will generally start small, and when promising, may lead to larger-scale tests with further resourcing, subject to additional rigor and requirements. Testing is not limited to human rights priorities, but is welcome across all functions, including, but not limited to, the interactions of our core capabilities.



STRENGTHENING OUR CAPABILITIES

Key to improving our culture and fostering widespread innovation and experimentation, is the need to continue strengthening specific capabilities that are central to who we are as an organization. While these are mutually supportive and largely integrated in practice, they can be broadly divided into two categories: Core Tactics and Internal Culture & Infrastructure.

CORE TACTICS



ADVOCACY AND COMMUNICATIONS

In order to increase our influence with government officials and corporate entities, AIUSA will invest in strengthening our grassroots and corporate advocacy capacities and geographic presence across the US, exploring options to enhance our capabilities in Washington, DC, as well as our in-house ability to expand the reach of our external communications. This will include the following:

- Analyzing existing gaps in AIUSA's influence and corporate advocacy expertise and determining priorities for influence
- Learning from previous grassroots advocacy mobilization approaches
- Integrating grassroots advocacy metrics into testing new forms of organizing and mobilization
- Understanding the changing role of the United States in advancing human rights globally and advocating for upholding rights in bilateral, regional, multilateral, and intergovernmental spaces
- Improving the ways in which members and staff collaborate on all forms of advocacy, including the balance between advocacy on AIUSA's human rights priorities and advocacy on other human rights issues based on member interest
- Increasing shared understanding of how taking action with AIUSA builds a more robust human rights movement, strengthens partnerships, and lead to concrete policy changes
- Designing more powerful media and digital audience engagement strategies that expand our reach and re-establishes AIUSA as a leading voice on human rights issues



CAMPAIGNING

In order to deliver results and remain flexible to changing needs and opportunities, we will transform our campaigning model to be more aligned with the global movement, with a focus on shorter term tactical campaigns. This will include the following:

- Improving the planning and connections with, and among, research, HRE, advocacy, and organizing, to enable greater collaboration and synergies between tactics and stakeholders
- Supporting comprehensive member engagement through responsive staff collaboration on member-identified and member-led campaigning opportunities
- Demonstrating our commitment to IDEA principles and rigorous, ongoing evaluation



HUMAN RIGHTS EDUCATION (HRE)

Our priority for this next strategic period is to restore and rebuild human rights education (HRE) as a core capability for AIUSA's ability to drive human rights impact, grow and sustain our membership, and empower activists and other audiences in advocating for human rights. This will include the following:

- Building a high-quality, learner-centric, and actionable HRE curricula and tools that are accessible and engaging for a wide diversity of audiences, including training activists on delivering peer-to-peer human rights training in their communities
- Utilizing HRE to amplify our human rights priority areas while providing ongoing foundational programming
- Leveraging digital and online tools and resources, such as the Member Center, as a platform to expand the reach of our HRE curricula
- Transitioning those engaging with our HRE to deeper activism and engagement with the Amnesty movement
- Creating robust partnerships with educational institutions and HRE experts to promote human rights education in the US



ORGANIZING

Organizing is foundational to who we are as a grassroots movement, helping us mobilize our people power where and when it's needed most. In this strategic period, we will strengthen existing structures and seek to grow and diversify our activist community. This will include the following:

- Encouraging and supporting staff and member collaboration to revitalize existing membership structures and practices to enable and strengthen member-driven activism, scalable self-organizing, and intentional de-siloing
- Ensuring multiple types of ongoing organizing, including sustained engagement on AIUSA's human rights priorities, rallying people power on short-term campaigns, and amplifying human rights work based on member interest
- Testing new approaches to organizing, mobilizing, and large-scale movement building

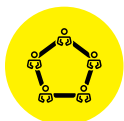


RESEARCH

Impartial and high-quality research on human rights violations is one of the core components of Amnesty's theory of change. During this strategic period, AIUSA will ensure its research portfolio complements global and regional research capacities. This will include the following:

- Working closely with the International Secretariat and the Americas Regional Office to coordinate research priorities, and share methods, tools, and quality assurance processes
- Aligning research efforts with human rights priorities to ensure research reports empower members, staff, partners, decisionmakers, and the broader public to take informed, meaningful action
- Developing new ways to conduct research that enables local activism to connect to national and global issues
- Ensuring that our research continues to reflect our values and commitments
- Optimizing communication infrastructure and investing meaningfully in processes and practices between staff and members to improve collaboration and information sharing
- Demonstrating our commitment to IDEA principles and rigorous, ongoing evaluation

INTERNAL CULTURE & INFRASTRUCTURE



COLLABORATION AND COMMUNICATIONS

Collaboration within and across all our stakeholder groups is vital for making powerful, collective impact. Rebuilding in-house communications capacity, focused internally, will better support a collaborative environment. This will include the following:

- Examining and improving AIUSA's Shared Leadership model that aims to find synergy among the board, staff, and membership in human rights activism and governance, including formalizing collaboration practices and setting clear expectations for behavior and mutual respect
- Deepening relationships with the International Secretariat, the Americas regional office, and other regional and global colleagues to improve alignment and communication around our human rights priorities, as well as impact monitoring and evaluation
- Optimizing communication infrastructure and investing meaningfully in processes and practices between staff and members to improve collaboration and information sharing
- Strengthening our cultural engagement strategies



DATA AND DIGITAL STRATEGY

In order to conduct our work more effectively we must improve our data-informed decision-making, and evolve with current digital advancements. AIUSA plans to continue intentionally incorporating data and digital strategies as key competencies across the organization. This will include the following:

- Cohering our data and digital management systems and oversight processes across staff and membership
- Developing sustainable and scalable day-to-day collection and analysis of qualitative and quantitative data across all bodies of work to inform goal setting, organizational learning, and adaptation, as well as campaign and donor reporting expectations.
- Investing in digital expertise across teams to build and align our growing digital infrastructure
- Leveraging our assessments and reviews of strategic bodies of work to identify key learnings and opportunities for continued innovation and experimentation
- Providing more training and capacity building for staff and members to incorporate data and digital into their work and activism



FINANCIAL SUSTAINABILITY

Fundraising supports not only our organization but the entire Amnesty movement. To effectively and efficiently resource AIUSA and contribute to resourcing the global movement, we aim to further advance our financial sustainability. This will include the following:

- Increasing, broadening, and diversifying revenue channels using innovative and sustainable fundraising methods that produce a strong return on investment (ROI), inspiring people to become long-term and sustaining supporters
- Ensuring efficient operations and design annual operating plans drawing from this strategic framework that are financially feasible and responsible within our annual operating budget
- Maintaining healthy operating reserves and socially responsible investments

To that end, AIUSA will seek to increase net income year over year, concentrating our fundraising efforts where we will have the greatest long-term impact:

- Significant acquisition of new and retention of existing individual monthly donors with a focus on expanding practices that enable us to reach new and diverse audiences
- Further stabilization of income from one-time donations
- Expansion of digital fundraising efforts and tools that drive new and increased donations and advocacy engagement
- Implementation of effective strategies and systems to achieve measured growth in major donations and foundations support
- Building strong relationships with all supporters, working to increase their life-time value by offering multiple pathways of engagement and encouraging them to leave gifts in their will, thereby increasing planned giving income
- Working with the International Secretariat to identify and strengthen strategic partnerships with key US philanthropic institutions to generate resources for the movement

Growing net income will require that AIUSA continues to increase its investments in fundraising expenditure, supporting strategies that leverage unfulfilled opportunities and generate high, long-term returns. AIUSA will build on years of recent year-over-year growth by continuing to adhere to the following practices:

- Analyze the financial impacts of our decisions, looking at the life-time value and return on investment over 5 years rather than making decisions based on what will raise the most amount of revenue within the fiscal year
- Focus on acquiring new donors with high retention rates and engaging and inspiring them to stay involved and become life-long supporters
- Base decisions on data, continually testing new techniques that could be scalable and diversifying fundraising channels to minimize risk
- Maintain full independence from corporate and bilateral government funding

As we work collaboratively across AIUSA to resource this strategic period, we aim to encourage all board members, staff, and volunteer member leaders to individually and collectively support the organization's efforts to grow membership and the financial resources needed to carry out the work.



INCLUSION, DIVERSITY, EQUITY AND ACCESS (IDEA), ANTI-RACISM, AND WELLBEING

We recognize the obligation and responsibility to make progress towards becoming anti-racist within our own movement and organizational structures. This includes actively working to dismantle existing systems that do not adequately reflect our values or enable everyone to uphold or respect the rights of all. In order to more fully live our values we collectively share responsibility for making our commitment into reality. This will include the following:

- Continuing to monitor, review and expand, the diversity among our staff and its leadership, members, supporters, and donors through inclusive and equitable recruitment, outreach, engagement, development, retention, and advancement processes
- Clarifying and improving systems to protect all stakeholders from violations of our code of conduct, ensuring due process, fairness, efficiency, cost effectiveness, and freedom from retaliation
- Ensuring communications between staff and members are consistent with established codes of conduct and protocols
- Committing to advancing racial justice in our human rights portfolio, and recognizing the obligation to make progress towards becoming anti-racist within our own movement and organizational structures
- Taking extra care to monitor staff and member stress and burnout, particularly in light of the ongoing pandemic, adapting judiciously our forms of online and in-person engagement to enhance wellbeing and morale
- Exploring and developing tools, resources, HRE materials, and accountability mechanisms to cultivate awareness and advance a shared understanding of IDEA



MONITORING, EVALUATION & LEARNING (MEL)

One of the main ways we leverage data for learning is by monitoring and evaluating the impact of our work. AIUSA utilizes a methodology called outcome mapping – in line with impact assessment standards of the global movement and following years of testing and experimentation. Outcome mapping gives us the ability to collect data about our real contributions to desired changes in the actions of the people we seek to influence to advance our human rights mission. We aim to continue growing our capacity to evaluate our work and leverage learnings throughout the strategic period. This will include the following:

- Reviewing our campaigns and other mission-critical initiatives
- Continuing to integrate MEL practices and outcome mapping methodology into relevant areas of planning and reporting
- Creating a MEL framework for the strategic framework, enabling improved progress reporting throughout the strategic period, applicable to both well-established work and emerging areas
- Bringing MEL rigor and tools to staff and member-led work, providing opportunities to practice shared monitoring and learning and supporting and tracking member-related work in a more structured and comprehensive way
- Cohering MEL-related data and reporting with other data and digital efforts across the organization



PLANNING

Advancing AIUSA's approach to collaboration requires a thorough understanding of how each one's effort contributes to the larger whole. Our planning efforts have resulted in this strategic framework which provides direction for the coming years. Regular planning and review will support its implementation. This will include the following:

- Translating the strategic framework into shorter-term operational plans, identifying viable and specific organizational objectives that inform work plans, which determine who is responsible for what results and how we plan to make continued progress
- Continuing our flexible and dynamic planning cycle to enable adaptation, ongoing collaboration and necessary realignment, as underscored by the evolving COVID-19 pandemic
- Creating opportunities for reflection, learning, sensemaking, and accountability through strengthening the relationship between budgets and work plans, consistently reporting on clear metrics aligned to our outcomes

Planning is a collective responsibility and important leadership practice that helps the many, sometimes disparate, parts of our organization and movement align resources and focus our efforts in pursuit of our shared human rights goals. The planning structure at AIUSA is comprised of several, mutually reinforcing levels:

- Enterprise or Organization-Wide: Strategic & Operational Planning Supported by Overall Budget
- Departments, Units, and Bodies of Work: Annual Work Planning, also in alignment with the budget, broken out by cost center
- Individual Contributor: Individual Goal Setting Informed by Higher Levels of Planning and Integrated with Job Roles and Responsibilities

APPENDIX: GLOSSARY OF TERMS

Members and staff noted it would be helpful to know how to interpret some of the major concepts in the Direction of Travel. The Strategic Planning Working Group (SPWG) agreed that definitions would provide important context for reading the strategic framework. Select terms are included here.

Anti-Blackness:

A form of overt and covert racism that systematically (i.e. policies, institutions, and ideologies) marginalizes Black people and exercises violence against them at all levels of personal, interpersonal, cultural, political, and economic life

Anti-Racism:

The work of actively opposing racism by advocating for systemic political, economic, and social changes

Economic, Social & Cultural Rights (ESCR):

Often juxtaposed with civil and political rights, ESCR comprise a set of rights which includes the rights to adequate food, to adequate housing, to education, to health, to social security, to take part in cultural life, to water and sanitation, and to work (as well as rights at work)

Member-Led:

Bodies of work primarily driven by members and member leaders, with appropriate capacity building, materials, and coordination support from AIUSA staff. Examples of member-led work could include advocacy by a country specialist or a local group refugee sponsorship.

Racial Justice:

A vision and transformation of society to eliminate racial hierarchies and advance collective liberation, where Black, Indigenous, Latinx, Asian Americans, Native Hawaiians, and Pacific Islanders, in particular, have the dignity, resources, power, and self-determination to fully thrive. Racial justice, sometimes referred to as racial equity, goes beyond anti-racism. It is not only the absence of discrimination and inequities, but also the presence of deliberate systems and supports to achieve and sustain racial equity through proactive and preventative measures

Self-Organizing:

The ability of members to proactively engage independently and in partnership with other members and staff on issues that Amnesty has taken a position on where they have interest and expertise and opportunities arise.

Transformative Justice:

A trauma-informed, community-based approach that seeks to enact restitution and accountability for individual harm by building and utilizing alternatives to state mechanisms of criminal justice (e.g. policing, incarceration)

