

Taking Injustice Personally – Amnesty International's Strategic Goals (2016–2019)

The world is changing... These are challenging times for justice and human rights, with battles over natural and other resources, rising inequality, increasing movement of people within and across borders, ongoing crises and conflicts, and lawless actions by states in the name of public order and ending terrorism. More and more people are striving to get their voices heard – speaking out on the streets and via social media. States are responding with ever more organised and vicious crackdowns on dissent. Civil society space may be shrinking, but people power remains determined.

And so are we... Just as the world is changing so too is Amnesty International. We're completing the biggest transformation in our history to become a truly global movement of people passionate about defending human rights for all. We're rolling out a new operating model and shifting resources to the Global South so that we have a stronger presence in key strategic locations, supporting people and communities to know, claim and enjoy their rights, and leveraging national, regional and international pressure on those that commit human rights abuses. By better harnessing the energies of our growing movement, and strengthening our legitimacy, speed, capacity and relevance, we're positioning Amnesty as a truly international people's voice for justice.

Amnesty International wants to see a world in which:

- **Everyone knows and can realize their rights**
- **Human rights and justice are enjoyed by all**
- **People are protected during conflict**
- **Human rights abusers are held accountable**

To achieve this, we will be a truly global movement, defending human rights for all. Join us in making this world possible.

How we'll do it... We're deepening our commitment to an intelligent and holistic approach to human rights change by:

- Developing sound analysis of how and why human rights abuses happen, linking causes with effects and problems with solutions
- Using the most appropriate mechanisms to create the greatest impact – whether through education and mobilizing young people, lobbying decision makers, organizing multimedia campaigns or leading independent investigations on the ground
- Taking on those who violate rights – states, corporations or international institutions – and exposing links between inequality, discrimination, injustice and repression
- Acting quickly and effectively in support of individuals facing injustice and linking this to long-term structural changes
- Strengthening our commitment to innovation – through the use of digital technologies and new tactics and tools to empower people, expand our research and campaigning capabilities, and connect our movement
- Remaining flexible, agile and relevant in the face of emerging challenges and opportunities for the realization of human rights
- Growing the human rights movement and increasing people's capacity to claim their own rights, including working and learning alongside diverse global, national and local groups and supporting their efforts for human rights change

These Strategic Goals will enable Amnesty International to be more accountable and assess our global impact. Each Goal is important in its own right, but this strategy is more than the sum of its parts. Our aim is to shift how human rights are fought for and achieved, engaging where we can and confronting where we must.

Goal 1 – Reclaiming freedoms

A world in which everyone knows and can realize their rights

Deep disappointment and at times outrage at unaccountable and unethical leadership by those in power have resulted in widespread protests across the world, often led by young people using mobile phones and the internet. Increasing demand for greater involvement in decision-making has triggered crackdowns on dissent and violent attacks on peaceful protestors, journalists and human rights defenders, as well as civil society organizations. Public order, national security and anti-terrorism are increasingly used to justify on-line surveillance and other human rights abuses.

Amnesty International will continue to expand and sustain the human rights movement by empowering people and communities with knowledge about human rights and working with them to build rights-respecting societies at all levels.

Outcome 1.1 People know their rights and are empowered to claim them

- *Human rights education is integrated into formal and informal education systems via programs that recognise and address the particular barriers faced by some groups*
- *A culture of human rights is fostered based on improved understanding and dialogue*

Outcome 1.2 People can claim their rights to speak out, organize and challenge injustice

- *Laws that unduly restrict freedom of expression, association and assembly are repealed, amended or prevented*
- *Surveillance programs – particularly mass surveillance programs – are made to fully conform to human rights standards*

Outcome 1.3 Those defending human rights are safe and supported

- *A reduced number of reprisals against human rights defenders, especially those who are under-supported and under-represented, building on emblematic individual cases*
- *Human rights defenders are comprehensively protected, based on gender sensitive and inclusive approaches, and empowered through new technologies, training and other tools that support their work*
- *New measures to ensure an enabling environment for civil society organizations*

Goal 2 – Securing equal rights for all

A world in which human rights and justice are enjoyed by all

Inequality and exclusion are both a cause and consequence of human rights abuses. Despite anti-discrimination laws and enforceable economic, social and cultural rights, many groups in many countries are still politically, economically, culturally and socially excluded. Women, for example, have less economic and political power than men and face high levels of violence, even in countries where their rights are well protected by law. The situation is particularly severe for those discriminated against on multiple grounds, including combinations of race, ethnicity, indigenous identity, national origin, immigration status, language, sex, sexual orientation, gender identity, social origin or caste, religion or belief, political or other opinion, age, disability or other status.

Fighting for gender equality will be a global priority for Amnesty International. We will also work nationally and regionally to protect the rights of groups who are discriminated against on multiple grounds and those deprived of their economic, social and cultural rights.

Given their emphasis on equity, the Sustainable Development Goals present an important opportunity.

In focusing on societal attitudes and practices as well as on state accountability this Goal links closely to Goal 1 on reclaiming freedoms and Goal 4 on accountability.

Outcome 2.1 Greater progress towards gender equality is achieved

- *Stronger laws against gender discrimination and gender-based violence and improved implementation of these laws*
- *Women and girls enjoy improved equality and empowerment in practice, including improved access to information, justice and remedies*

Outcome 2.2 Discrimination and identity-based violence is reduced for victims of multiple discrimination

- *Communities and individuals who face multiple forms of discrimination enjoy significantly higher levels of agency, voice, and access to justice and remedies, as well as:*
 - o *Reduced incidence of hate crimes, and stronger domestic protections against identity-based violence*
 - o *Reduced discriminatory application of criminal justice measures, including pre-trial detention and the death penalty*
 - o *Positive amendment or repeal of discriminatory laws, policies or institutional practices*
 - o *Stronger national-level legal frameworks for the promotion of equality and improved implementation of these frameworks*

Outcome 2.3 Economic, social and cultural rights are better realized in people's lives

- *Poor communities have the necessary tools and capacity – including access to information and justice – to monitor and demand their economic, social and cultural rights, and to hold states and corporations to account*
- *Poor communities have improved access to services that are essential to the realization of their economic and social rights*
- *Stronger legal and other accountability frameworks for economic, social and cultural rights and the Sustainable Development Goals, particularly at the national level*

Goal 3 – Responding to crises

A world in which people are protected during conflict

Conflicts claim hundreds of thousands of innocent lives, displace millions of people and leave civilians in desperate need of international protection and assistance. However, effective international support is often lacking, leading to long-term instability and impunity for those committing grave human rights abuses. The positive global momentum to prevent sexual violence in conflict and agreements such as the new Arms Trade Treaty need leadership and support. The changing nature of conflict – cyber warfare, drone strikes, and more armed non-state actors resorting to suicide bombings and other desperate acts to compensate for their weaker military power – pose challenges for international law. Conflict and persecution also trigger mass movements of people within and between states, with most displaced people hosted in developing countries.

Outcome 3.1 Human rights violations during conflict are prevented or ended through real-time documentation, exposure and campaigning

- *Violations prevented or ended through timely field investigations, immediate exposure, targeted advocacy and innovative campaigning, with a strong focus on women's rights (in at least five crisis zones annually). Specific outcomes to be set for each crisis*

Outcome 3.2 People fleeing armed conflict, torture and persecution have increased access to protection and assistance

- *Improved protection of internally displaced people and refugees by transit and host states and safe access to essential services*
- *Implementation of laws, policies and procedures to prevent closed borders and other push-back practices so that refugees are able to reach safety (in at least six crisis situations)*
- *Reduced sexual violence against refugees and access to effective remedies*
- *Increased resettlement places for refugees globally and an end to processes for determining refugee status that do not meet international human rights standards*

Goal 4 – Ensuring accountability

A world in which human rights abusers are held accountable

For too many people, lack of accountability has made human rights treaties an empty gesture. Justice systems in many countries (whether authoritarian or democratic) struggle to deliver accountability, particularly for people who are poor and marginalized. Holding governments to account is even more challenging when human rights abuses are carried out by businesses or other non-state actors. Regional accountability mechanisms are patchy and overstretched but could become increasingly important, especially where the UN is politically deadlocked or otherwise ineffective. Despite its current challenges, the International Criminal Court is an essential check on impunity at the national level. Persuading emerging powers to consistently take a pro-human rights stance is becoming ever more important. Our work in these areas will focus on the national level, with some regional and international efforts.

Outcome 4.1 Human rights governance and accountability are strengthened at the national level, with a particular focus on supporting delivery of Goals 1–3

- *Stronger laws, policies, institutions and national justice systems that genuinely deliver access to justice, including for those who are poor and marginalized (outcomes to be identified for priority countries)*
- *National authorities address human rights abuses that amount to international crimes (including gender-based violence) by taking concrete steps to address impunity*
- *Stronger national (including extraterritorial) and international-level protection against human rights abuses implicating corporations*
- *Improved promotion of human rights in the foreign policies of key emerging powers*

Outcome 4.2 Regional and global human rights machinery are reinforced where national human rights protection is failing

- *Improved access to justice using the African, European and Inter-American human rights systems, with a focus on supporting delivery of Goals 1–3*
- *Use of global human rights and international (including UN) justice mechanisms where states have failed to deliver accountability for the most serious human rights abuses*

Amnesty International will respond to human rights issues that emerge during the period of this strategy by developing new approaches and exploring new areas – for example, challenging the notion that major world faiths, such as Islam, and human rights are incompatible, and investigating the relationship between deeper forms of inequality and human rights, and the human rights implications of corruption, foreign investment and the war on drugs.

In some long-standing areas of work we will seek to build on past successes and adapt to the changing environment. Our work on the death penalty, for example, remains an important and signature area our work and we will be looking at new ways to make progress in this area. Similarly, we will build on the gains made in the Arms Trade Treaty through our work on conflict and crises.

Goal 5: Maximizing our resources and engagement

We will be a truly global human rights movement of people defending human rights for all

Having invested in renewing our organization, we approach the period covered by these Strategic Goals from a position of strength. By the beginning of 2016 we will have:

- Transformed our global operating model so that we can work better with local people leading the human rights struggle, support rights holders and communities to know, claim and enjoy their rights, and be faster and more flexible – and therefore more effective – in our response to human rights abuses
- Progressed our organizational effectiveness in other areas, including: governance arrangements for better democratic participation; an improved monitoring, evaluation and learning framework to support the achievement of our Strategic Goals; strengthened resource allocation to ensure that we are investing for greatest impact; and continued improvements in mainstreaming equal rights for women and girls and the active participation of rights holders in our program work.

Our strength and effectiveness depend on our ability to engage and mobilize millions of people around the world. This will therefore be a particular focus during this period – through building the strongest possible global movement of people who are passionate about defending human rights for all and ensuring that we are equipped to deliver on the human rights aims set out elsewhere in our Strategic Goals.

We will also, of course, maintain and continue to improve the systems and processes (such as information and communications technologies, human resources, finance and security) needed to be an effective, accountable organization. In particular, we will focus on gender and diversity, and improving our digital capabilities.

Outcome 5.1 Amnesty International is a larger, stronger, more effective and vibrant movement

- *By the end of 2019 we will have:*¹
 - *A paying supporter base of X million donors (up x% from Y million in 2014), increasing our annual net proceeds by x% from X million to Y million*
 - *Increased membership by x%, up from X million in 2014 to Y million in 2019*
 - *An activist base of X million (up x% from Y million in 2014), including growth in new and more diverse constituencies*
 - *X members/supporters and activists in the Global South (up x% from Y in 2014)*
 - *Increased mobilization (an x% increase in actions from X in 2014 to Y in 2019)*
 - *Greater active participation by partners, rights holders and activists (particularly women and young people) in our human rights work and governance*

¹ Note that these targets will be developed over the next few months through discussions with sections and structures including at the Chairs Assembly and Directors Forum.