

## Branch Plan 2011 - 2016 Amnesty International Canada (ES)

### Summary

This document is a strategic plan for the next six years and is guided by priorities that are set internationally. This plan describes ten strategic directions. The first four are the human rights change goals agreed at the International Council Meeting (ICM). The other six are the ways we will accomplish the goals and are derived from the international strategic plan.

The strategic directions are:

#### Human Rights Change Goals

1. Protecting people's freedom of expression and freedom from discrimination
2. Defending people from violence by state and non state actors
3. Defending unprotected people on the move
4. Empowering people living in poverty

How we will accomplish our goals:

5. Cross cutting approaches of empowerment, building the movement and gender mainstreaming
6. Revitalizing membership activism
7. Fundraising
8. Working globally
9. Integrating organization
10. Evaluation and Impact

### 1. Protecting people's freedom of expression and freedom from discrimination

We are committed to ensuring that people do not experience human rights abuses because of who they are or what they believe. For example, in the first two years of the plan will include work on:

- Campaigning for Huseyin Celil and other POC's
- Human rights defenders, including the women of WOZA in Zimbabwe



## 2. Defending people from violence by state and non-state actors

Increasingly we speak out not only about violence committed by government police and security forces but also violence committed or tolerated by a range of non-state actors, be they terrorist groups, armed opposition and militia groups, companies and international financial institutions. For example, in the first two years of the plan our work will include:

- Campaign against the torture and the death penalty
- Continuing to work against violence to Indigenous women
- Campaigning for greater accountability of business



## 3. Defending unprotected people on the move

Globally and within Canada Amnesty International has long worked to protect the rights of refugees. In recent years, AI's global human rights program has increasingly taken up concerns about other displaced people who are particularly vulnerable to serious human rights violations, including internally displaced persons, migrant workers and victims of trafficking, particularly women and children.

We will continue to work on refugee protection and, in keeping with available resources, develop strategies to implement the broader international directions such as ending abuse of migrant workers.

#### 4. Empowering People Living in Poverty

Amnesty's work to empower people living in poverty is focused on helping people to claim their rights. We are not trying to end material poverty, we are ensuring that the rights of people living in poverty are protected. In the first two years of the plan our work will include:

- Campaigning for the rights of women to maternal health care in Sierra Leone
- Demanding justice for the Lubicon Cree in their struggle for land rights in the face of massive oil and gas development on their lands.



## **How we will accomplish our goals**

### **5. Cross cutting approaches to the work**

In keeping with international priorities, over the course of this plan we are particularly committed to:

- Empowerment--we will work to ensure that the voices of individuals and communities whose rights are at risk are heard and they are able to claim their rights.
- Strengthening the human rights movement--we will continue to work alongside partners and within coalitions to strengthen the human rights movement in Canada
- Mainstreaming women's human rights--we will make a determined effort to ensure that women's human rights are a central part of our programs and our organization.

### **6. Membership Activism**

Membership activism is the defining characteristic of Amnesty International. AI Canada is committed to membership activism and the building of a mass movement of people working together for human rights.

- We will support members working on the full range of human rights work in ways that is both fulfilling and effective.
- We will ensure that members have the information and opportunity to become involved in any part of the organization, from local letter writing action to regional discussions to decisions about the directions and future of AI Canada.
- We will continue to build and evolve our youth program.

### **7. Fundraising**

Although the past six years have been quite successful for fundraising, we are now facing a more challenging environment. In this plan we will:

- Focus on maximizing income from existing donors and through strengthening our core areas: monthly giving, major gifts and planned giving.
- Strengthen donor recovery and donor retention work
- Continue to develop digital fundraising techniques
- Better integrate fundraising and campaign planning

### **8. Working Globally**

At the past two International Council Meetings, there has been considerable discussion of "One Amnesty". This includes two important ideas. The first is the way the organization coordinates and shares its resources across boundaries, such as between the global North and global South. Secondly, we need to change the way that we've normally framed work as either local or global. Whether human rights work is conducted

by AI Canada, by the International Secretariat, or by other Sections of other parts of the international movement, work to address human rights in Canada needs to be framed as the work of Amnesty International as a whole, and is therefore global in nature.

During the past few years, AI Canada has strengthened our ability to address human rights issues within Canada. We took leading or shared roles in the areas of Indigenous rights, and membership activism including youth work. In this next plan, our goals for global work are:

- Increase AI Canada's contribution to the international movement
- Support continued growth and development of AI Mexico
- Sustain strong collaborative work with the Francophone branch
- Develop ways for members to participate in the increasingly global Amnesty.

## **5. Integrating Organization**

Our effective human rights work depends on such functions as information technology, financial management and administration. We will:

- Maintain our high media profile
- Strive toward better integration of communications, fundraising and campaigning
- Mainstream women's human rights
- Increase our use of social media tools and vehicles
- Continue our work on diversity and build partnerships with diverse communities

## **6. Evaluation and Impact**

The international plan and the Global Priorities Statement have highlighted "Assessing Impact" as a high priority. This plan will develop our work on impact assessment in three areas:

- Development of tools to track the results of our work on member activism
- Tracking 5-7 key indicators
- Periodic assessments of parts of the plan using tools for impact assessment

**The Detailed Branch Plan follows (Page 6 -17)**

# Branch Plan 2011 – 2016 (Full Version)

## Amnesty International Canada (ES)

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### **Introduction**

This Plan describes strategic directions for the Canadian (English-speaking) Branch of Amnesty International over the next six years. It will serve staff and membership both as inspiration, to suggest specific projects to further our goals, and as constraint, to ensure that what we do and the manner in which we do it comply with the directions we have chosen and the values we embody. It will, as a result, determine the action taken by the membership and staff. As a six-year plan, it is necessarily at a high level. Operational and work plans are much more specific.

This plan describes ten strategic directions. The first four are the human rights change goals agreed at the 2009 International Council Meeting (ICM). The other six are the ways we will accomplish the goals.

The strategic directions are:

#### Human Rights Change Goals

- Protecting people's freedom of expression and freedom from discrimination
- Defending people from violence by state and non state actors
- Defending unprotected people on the move
- Empowering people living in poverty

#### How we will accomplish our goals

1. Cross cutting approaches of empowerment, building the movement and gender mainstreaming
2. Revitalizing membership activism
3. Fundraising
4. Working globally
5. Integrating organization
6. Evaluation and Impact

### **Who We Are**

Amnesty International (AI) is a worldwide movement of people dedicated to the protection and promotion of human rights. We are independent of governments, political ideologies and religious creeds. We work in solidarity with victims of human rights abuses and with human rights defenders to help create a world in which the rights included in the Universal Declaration of Human Rights and other international standards

are protected, for all people.<sup>1</sup> We research, publicize and take action, demanding that violations end. We press for reforms to prevent human rights violations and ensure that human rights are universally upheld. We recognize the importance of all human rights. As such, in our work we strive to highlight the crucial connections between rights.

We are AI Canada's English Branch. We have a strong partnership with AI Canada's Francophone Branch. Together we offer Canadians an opportunity to support human rights work, build greater awareness about human rights concerns and take action to defend human rights.

## **How We Work**

We are a movement of people working for people. We are a movement of people working for change. We are a movement, and a branch, that has a strong partnership between members and staff. We work, always towards the goal of stronger human rights protection.

We take action in very many different ways. We seek to build general awareness about human rights and also to generate wide public pressure regarding specific concerns. We mobilize members to take action through letter writing, public events and other forms of activism. We raise concerns in a more targeted manner by meeting with Canadian and foreign government officials, working within coalitions, and appearing before parliamentary committees. We initiate and intervene in court cases and other legal proceedings. We endeavor to attract media coverage of our concerns and recommendations.

We work in solidarity with individuals and communities whose rights are violated or in jeopardy. We respond when they are in immediate peril, such as through our Urgent Action Network. We also stand alongside them in long-term efforts to protect their rights when they are unjustly imprisoned, at risk for defending human rights or facing a situation that jeopardizes the safety and well-being of an entire community.

We take up campaigns which highlight issues and concerns in need of concerted global attention. Over the next six years we will give priority attention to the Demand Dignity campaign, which highlights the human rights violations that drive and deepen poverty. We will also make contributions to other international campaigns.

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<sup>1</sup> International standards that are important in our work include the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights, the International Covenant on Economic, Social and Cultural Rights, the Convention on the Elimination of all Forms of Discrimination against Women, the Convention on the Elimination of Racial Discrimination, the Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment, the Convention on the Rights of the Child, the Convention relating to the Status of Refugees, the Convention on the Rights of Migrant Workers and all Members of their Families, the Convention on the Protection of all Persons from Enforced Disappearance, the Convention on the Rights of Persons Living with Disabilities, the Declaration on the Rights of Indigenous Peoples and a number of Optional Protocols to these Covenants and Conventions.

We highlight a number of themes in our work. Within our branch, staff and members have developed strength and expertise across a range of topics including the rights of Indigenous Peoples, women’s human rights, business and human rights, human rights and national security, refugee protection and the death penalty.

We focus on serious human rights concerns in particular countries. As part of AI’s global movement, we respond when a country faces a grave human rights crisis. We also take up issues of concern on an ongoing basis in a number of countries which we identify as priorities for our branch.

We press governments to put in place the necessary laws, standards and institutions – at national and international level – so that human rights will be protected and human rights violators held accountable.

## **The Context We Face**

The committee who developed the ISP (the international plan) analyzed information from a variety of sources in order to describe the current context regarding human rights globally. Their first conclusion was that we are facing a world in flux due to political, economic and social upheaval. They believed that, in particular, terrorism and climate change will generate deeper human rights challenges.

Within our movement we are engaged in an effort to reform how we function globally. Although there has been much discussion of the concepts of “One Amnesty” and the idea of distributing our resources differently, much has yet to be worked out. In our own branch we face continued uncertainty in the funding environment.

All of this means that we will be facing considerable uncertainty as we implement this plan. Our work will depend on resources and capacity as well as emerging human rights challenges. We will be constantly adjusting and prioritizing in order to work within our capacities.

## **Human Rights Change Goals**

We are part of a global movement and our work is guided by the priorities set internationally. Over the next six years Amnesty International has agreed to a plan that focuses on four key human rights change goals. These goals will shape and guide the work of our branch as well. They are presented here in an order that reflects AI’s evolution and growth as a human rights movement from work grounded in freedom of expression and discrimination, through human rights concerns rooted in violence and displacement and now poverty.

## 1. Protecting People's Freedom of Expression and Freedom from Discrimination

Much of AI's core work consists of demanding that people not suffer human rights violations because of what they believe or who they are. We will oppose efforts of governments around the world to suppress freedom of expression and belief, for instance when people risk imprisonment or other penalties because of severe restrictions on access to the internet. We will continue to demand that human rights defenders be allowed to work without impediments and without fear for their physical safety. AI has long worked to free prisoners of conscience, and such work will continue to feature prominently in the branch's work. Women's human rights and the rights of Indigenous Peoples will continue to be areas of strength and focus for our branch.

## 2. Defending People from Violence by State and Non-State Actors

Violence is at the heart of a great deal of our human rights work. Increasingly we speak out not only about violence committed by government police and security forces but also violence committed or tolerated by a range of non-state actors, be they terrorist groups, armed opposition and militia groups, companies and international financial institutions. Far too often it is women and children who are at the greatest risk of violence. We will maintain our branch's longstanding work against torture and the death penalty. We will continue with our efforts to stop violence against Indigenous women through the Stolen Sisters campaign. Through crisis work and other avenues we will work to protect the rights of civilians, particularly women and children, during armed conflict. We will speak out about the continuing violence of national security and public security laws and practices that violate and erode human rights standards. We will also press for greater accountability of businesses, to ensure that their operations do not contribute to violence and other human rights violations.

## 3. Defending Unprotected People on the Move

Globally and within Canada Amnesty International has long worked to protect the rights of refugees. In recent years, AI's global human rights program has increasingly taken up concerns about other displaced people who are particularly vulnerable to serious human rights violations, including internally displaced persons, migrant workers and victims of trafficking, particularly women and children. Over the coming six years, the global movement will highlight the serious human rights violations experienced by all people "on the move". Initially there will be a concerted effort to clarify and strengthen AI's policies in all of these areas, including the distressing link between climate change and displacement. In order to continue our work in the area of refugee protection and broaden the scope of that work in keeping with international plans our branch will develop strategies and set priorities in consultation with partner organizations and in keeping with available resources and international directions.

#### 4. Empowering People Living in Poverty

A major AI campaign called Demand Dignity will highlight instances where interconnected human rights violations make people poor and keep them that way. We will strive to strengthen the ability of people living in poverty to claim and defend their own rights. In the campaign's first stage, we will take up the global themes of the campaign, including human rights abuses associated with maternal mortality and slums. We will also campaign on concerns in Canada, including the situations of various Indigenous Peoples' communities and the issue of corporate accountability. Our campaigning efforts will highlight the harm that violations do to vulnerable groups, including women and Indigenous Peoples.

### **How we will accomplish our goals**

#### **Our Approach and Capacity**

Constantly aware of the gap between the size of the problem and our own capacity, Amnesty will concentrate efforts where we think they can do the most good, taking account of the gravity of a problem, the potential for making a difference, and what our allies and counterparts in human rights advocacy are doing. (We might choose not to address problems where others are already working effectively; or we might choose to ally with others if Amnesty's perspective can provide valuable leverage.)

The possibilities for work arising under these four broad goals set by Amnesty International's global movement are vast. They will be complemented and refined over the course of this six year plan by agreed global priorities, set every two years, to which our branch will be expected to make contributions. We will do so, as our capacity, resources and strategic opportunities allow. We have made a commitment to giving priority attention to one of the most significant agreed global priorities, the Demand Dignity Campaign.

There has been concern about losing our focus or not having sufficient resources to do our traditional work as well as the current and emerging work. We will continue to do our traditional work for POC's and on civil and political rights. We also have to respond to violations of a wider range of rights including those associated with poverty. As well, we need to position ourselves to respond to human rights issues that we may be called upon to address in the future such as climate change. It is a question of balance and prioritization that will be addressed year to year.

Some aspects of our human rights program will go forward in ways very much reliant on the efforts and expertise of staff and members in the branch to lead the work, carry out research, provide policy analysis and identify and create opportunities for action. As such, we intend to maintain and feature prominently a number of well-established areas of strength for our branch: the rights of Indigenous Peoples, women's human rights, the rights of refugees, business and human rights, corporate accountability and security and

human rights. The nature, range and focus of work carried out in these areas will develop and evolve over the course of the plan.

In other areas of our work we will largely rely on information prepared by the International Secretariat or other sections. In some instances that approach may be complemented and strengthened through expertise added from within our branch, as is currently the case with work we do on a number of countries, death penalty concerns and campaigning and lobbying related to international law and institutions. In other instances, when we campaign on certain issues such as human rights violations on the basis of sexual diversity, or take action on certain reports, we will almost entirely depend on materials developed internationally.

### **Cross-cutting approaches to our work**

There are a number of core values and overarching principles that guide all aspects of our work. For example, we work in solidarity and we are non-partisan. In keeping with international priorities, over the course of this plan we are particularly committed to:

- Empowerment: We will make a determined effort to ensure that we are working with individuals and communities whose rights are imperiled, in ways that ensure their voices will be heard and respected. Our efforts will be directed first and foremost to helping them claim their rights.
- Strengthening the human rights movement: Working alongside our many partners and within the various networks and coalitions in which we are active, we will demonstrate leadership and solidarity in efforts to strengthen the human rights movement in Canada, both with respect to domestic human rights concerns and concerns abroad.
- Mainstreaming women's human rights: In line with decisions taken at the ICM in 2009, we will make a determined effort to mainstream a commitment to women's human rights throughout all aspects of our work, including the issues we take up, the way we take action, and how we govern ourselves.<sup>2</sup>

### **Mainstreaming Women's Human Rights**

Mainstreaming women's human rights will mean that all our programs, communications and organizational processes will include a consideration of their impact on women's human rights. Our branch's history of work on women's rights and the experience of other international organizations have lead us to the following approach:

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<sup>2</sup> For more information on Gender Mainstreaming see Mainstreaming Women's Human Rights, Discussion Paper available from Bonnie Harnden, bharnden@amnesty.ca.

1. A two-track approach--we should bring a gender analysis and women's human rights perspective to all our work and we should continue to support a program of women's human rights.
2. Focus on the program--we should focus our change efforts in the first instance on the program areas rather than the organization. However, if there are important gender issues within the organization, we will find a way for those issues to be raised.
3. Gender analysis and learning--eventually, all of our programs, communications and fundraising should work through a gender analysis and learning program that allows each work area to ensure that the differential needs and interests of women and men have been taken into account, that women benefit as well as men from our work and that each program is making a contribution to women's human rights.
4. Accountability--Each program should be accountable for ensuring a gender analysis and subsequent presence of a gender equality perspective.

## **Revitalizing Membership Activism**

Membership activism is the defining characteristic of Amnesty International. AI Canada is committed to membership activism and the building of a mass movement of people working together for human rights. We see the broad mission of AI as an opportunity to involve more people in our work, providing an opportunity for all those who want to work for human rights.

In the next 6 years, AI Canada will work towards building a larger, stronger, more connected AI, not just in Canada but also playing our role in supporting human rights activists in the "Global South/East". We will ensure a clear focus for the activism of our members. We will support members working on the full range of human rights work in ways that are both fulfilling and effective. We will ensure that members have the information and opportunity to become involved in any part of the organization, from local letter writing action to regional discussions to decisions about the directions and future of AI Canada.

In order to accomplish this vision, AI Canada will launch a revitalization of membership activism which will attempt to come up with the fundamental forms of action that respond to the changing landscape of human rights. In earlier days, the structure of the community group was ideal for work on long-term action files and POCs. While some groups continue to thrive and make important contributions, we must also embrace other ways of working that support our new mission. This renewal will lead to:

- Increased member leadership opportunities in program areas of AI Canada and a strong commitment to leadership development within the membership
- Increased opportunities for members to learn about current human rights issues and build their skills as activists
- Opportunities for deeper membership involvement in all aspects of the organization

- Improved membership communication with the secretariat
- Improved ability to communicate with and organize members locally and regionally

Over the plan period, we will continue to build and evolve our youth program. All of our work will include particular attention to diversity, and appropriate and innovative use of technology and social networking media.

Ultimately, we intend that our activism will reflect the very best national and international practices of engaging the public and organizing members for action on human rights.

The world needs more activist supporters of human rights, and through these strategies we will ensure that Amnesty International continues to offer one of the very best ways to defend people's human rights here and around the world.

## **Fundraising**

The six years of the Rideau Plan were relatively good ones in terms of revenue generation. Over this period we successfully increased the revenue raised for our human rights work by 50%. We even managed to weather the recent recession quite well, recognizing as we have before, that we have a large pool of very loyal and committed donors. We are projecting growth of 4% each year over the life of this plan but given the current economic uncertainty it is impossible to know at this stage, whether that is a realistic goal.

The branch is now operating in an increasingly mature and competitive fundraising market, requiring continual and substantial change in our program and strategies particularly within the monthly giving program through which we raise 65% of our total revenue. Perhaps the largest single change is that in the spring of 2010 we discontinued our direct response TV program. This program generated over 21,000 monthly donors over the past 10 years and over \$15 million in revenue. However, the return on investment is no longer viable. At the same time, the context within Amnesty is evolving as well. The most discussed aspect of One Amnesty--that of assessment to distribution--brings with it the expectation that larger sections provide more financial support to the worldwide movement. In order to grow within this environment we anticipate a slight rise in fundraising costs for donor research, market surveys and communications projects.

An important focus for us and an anticipated benefit for our program is the new International Fundraising Management Team. This team brings together at the international level the directors of the largest Amnesty sections to share information, assess and discuss progress, contribute to the development of strategy for the movement, and foster strength in the essential function of income generation.

On the basis of the challenging environment for nonprofit fundraising in Canada and the developments within Amnesty intended to strengthen income generation, we will need to do the following in the upcoming planning period:

- focus on maximizing income from existing donors and through strengthening of our core areas for growth potential: monthly giving, major gifts and planned giving
- recognize 2010 as a year of transition in which we reorganize our management and staffing complement in ways that effectively position the organization for growth
- strengthen donor retention and donor recovery work by establishing a phone center
- continue to develop digital fundraising to support the goals of the fundraising program and engage existing and new members
- continue to provide high quality member services to all members in response to their requests and needs
- increase donor involvement and retention
- better integrate fundraising and campaign planning

### **Working globally**

Although we have always been an international organization, different parts of the organization have operated at a distance. To operate effectively today, Amnesty needs to work in a less-isolated and better-coordinated way. At the past two International Council Meetings, there has been considerable discussion of “One Amnesty”. This includes (at least) two important ideas. The first is the way in which the organization coordinates and shares its resources across boundaries, such as those between the global North and global South. The second is the way in which it frames its work within particular contexts as being either global or local in nature.

During the last planning cycle, AI Canada further developed the organization's program of work to address human rights issues within Canada. Although AI Canada took the lead in doing this, the branch conducted work on human rights issues in Canada with the agreement of the international organization and always in close cooperation with the International Secretariat. Whether conducted by AI Canada, by the International Secretariat or by other parts of the international organization, work to address human rights in Canada needs to be framed as the work of Amnesty International and therefore global in nature, and not local. This is also the case when considering the human rights impacts of policies and operations of governmental and nongovernmental entities in their operations outside of Canada and in other parts of world. Even though the leadership is provided by AI Canada, the responsibility to address these impacts rests in principle and practice with the organization as a whole.

Throughout the last planning cycle, AI Canada shared leadership for a range of international work, as well as supported this work through money and time. We took leading or shared roles in the areas of indigenous rights, and membership activism including youth work. We participated in a variety of international projects including

missions, international lobbying, the International Fundraising Management Team and an international organizational review. This review resulted in new global systems and procedures for management, priority setting and planning, all of which will have far-reaching impacts on how we coordinate our work nationally and internationally.

In this next plan period our goals for global work are:

- Sustain a strong program of work addressing human rights violations occurring within Canada
- Increase the contribution of AI Canada's resources to the international movement in line with the needs of the movement and the decisions of the 2011 ICM.
- Work with internal partners in ways that create value for all involved. In collaboration with the international movement, support continued growth and development of AI Mexico and as possible provide support to other sections and/or structures. Sustain strong collaborative work with the Francophone branch.
- Support better coordinated, managed and collaborative work with and within the international organization through joint/global planning and reporting, participating in communities of practice, global projects, networks and service lines, etc.. In key areas and in agreement with the movement, coordinate work on behalf of the movement
- Develop ways for members to participate in the increasingly global Amnesty.

### **Integrating Organization**

The best human rights work demands the best possible organizing. For example, We need to recognize the crucial contribution of what is often called “support”. Our effective human rights work depends on such functions as information technology, financial management and administration. We will ensure that these areas receive the tools and resources they require

The work envisioned in this plan requires an integration of work across a number of dimensions:

- We need to integrate our various communication platforms so that we look more like one organization to the outside world rather than several. We will also improve the way in which various communication channels connect and collaborate on specific projects/campaigns.
- In the midst of a changing national and international media environment, we will work to maintain our high media profile and garner attention for our key concerns. We will increase our use of various social media tools and vehicles. We will contribute to a more globalized and strategic approach to media across the AI movement.
- In this next plan period we will develop joint planning on campaigns and projects which will include program, communications, and fundraising staff as well as members.

- As part of the global AI movement we will make significant progress in mainstreaming women's human rights.
- After ten years of strong work on diversity, it has become a core aspect of our identity as a branch. The work has been successful in raising awareness of diversity needs within our branch, changing practices and instituting new systems and processes, and helping our branch be "mindfully aware" of diversity needs in leadership, planning and programming. However, much remains to be done. Priorities for the next period are: capacity building, developing inclusive spaces for dialogue and learning and building partnerships with diverse communities.

## **Evaluation and Impact**

The ISP and the Global Priorities Statement have highlighted "Assessing Impact" as a high priority. Our branch has some experience with evaluation but it has largely been focused on effort or activities. A small team is in place to develop indicators and push forward our work on measuring impact.

This plan will develop our work on impact assessment in three areas:

- Development of a "scorecard" on member activism to be presented at each EC meeting as a basis for the on-going analysis of our work on this area
- The tracking of 5-7 key indicators and reporting on them to the AGM and the winter EC meeting
- Doing periodic assessments of different parts of the plan that will focus as much as possible on impact assessment.

## **Conclusion**

This plan is an evolution of our work in response to the changing landscape of human rights abuses. But, the change is incremental. The first three goals are largely our traditional work (Protecting People's Freedom of Expression and Freedom from Discrimination, Defending People from Violence by State and Non-State Actors and Defending Unprotected People on the Move).

The fourth goal, Empowering People Living in Poverty is a departure in that we have not focused as specifically on this group before. However, it is important to see the continuity here. We are not campaigning to end poverty, we are campaigning for the rights of people who are living in poverty.

This plan also takes steps toward the closer integration with Amnesty worldwide, a global movement of more than 2 million people working the rights of all people.

Our determination to work for the empowerment of people to demand their rights, to bring a concern for women's rights to all our work, and to work with partners and

coalitions to build the human rights movement—all of this will deepen our effectiveness and extend our voice.

Finally, this plan affirms that membership activism is the defining characteristic of Amnesty International and that the active partnership of members and staff is what makes our movement uniquely successful in the struggle for human rights.