



AMNESTY
INTERNATIONAL



AMNESTY INTERNATIONAL CANADIAN SECTION (English-Speaking)

STRATEGIC PLAN

2022
–
2030

FOREWORD

Over the past year, we have been listening closely to rights-holders, partners, members, staff and Board members. Their feedback was clear and unanimous: building on years of powerful human rights impact, Amnesty Canada must radically transform to meet the challenges of the future, in the midst of global upheaval.

New technologies, accelerating climate disruptions, and intersecting inequities are profoundly changing the landscape of human rights. Amnesty Canada is part of a dynamic ecosystem of human rights defenders and movements that are able to nimbly respond to emerging issues with bold and decisive action. We must evolve in order to keep pace and to play an additive role.

As we look to the future, we will be thoughtful and strategic about embracing change while building upon Amnesty Canada's legacy of human rights work. Amnesty Canada is not the same organization it was when it was founded. The methods and mindsets that served us in the past must be boldly and courageously reimagined. We need new tools and structures and new kinds of leadership to effectively promote and defend human rights. Today, it is imperative that everything we do contributes to dismantling systems of oppression, racism, and injustice.

Moving forward, anti-racism, decolonization, and allyship must be our guiding principles and our deepest commitments. This requires us to critically examine ourselves and our work in relation to systemic racism and oppression. We must be intentional about learning *and* acting. We must be prepared to deepen good practices *and* dismantle harmful ones that perpetuate the very issues that we exist to eradicate.

In summary, our strategic plan guides us to become a bolder leader with the humility to learn and adapt, as we collaboratively shape the future landscape of human rights with rights holders and defenders, movements and partners.

Mohamed Huque
Board Chair

Ketty Nivyabandi
Secretary General

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INTRODUCTION

This Strategic Plan presents a bold and transformative new approach for Amnesty Canada. Our plan sets in motion the values, directions and priorities that will drive our work over the next eight years. It has been designed to align with Amnesty International's Global Strategic Framework and regional priorities while also tackling urgent national priorities to promote and defend human rights.

Through this plan, we aim to transform our organization and our ways of working to leverage our strengths, become more innovative, and contribute to the human rights landscape more meaningfully and with greater impact. We will align our assets and resources in allyship with underrepresented movements and communities. At the same time, we will work to dismantle systemic racism, colonialism, and oppression both within our own organization and through our human rights work.





VALUES AND COMMITMENTS

Values ground our work, inform our decision making, and bring integrity to all of our relationships.

We recognize the aspirational nature of these statements as well as the intention required to ensure they become realized.

We will be guided in our activation of this Strategic Plan by our commitments to:

DECOLONIZATION

We recognize that we are living, working and defending human rights on stolen land that Indigenous Peoples have shaped, cared for and nurtured for millennia. We will commit to embracing the collective rights of Indigenous Peoples and to a sustained process of learning, unlearning and actively dismantling structures and processes that maintain colonial power and white supremacy.

ANTI-RACISM AND ANTI-OPPRESSION

We will work to embody anti-racism, anti-sexism and anti-oppression across our internal structure and human rights work. We will work to restore trust and ensure that both our workplace and work reflect respect, reciprocity, inclusiveness and equity.

ALLYSHIP AND ALIGNMENT

We will centre and amplify the voices and power of human rights holders and defenders. We will walk as learners and allies with groups and movements advocating for marginalized and underrepresented communities, many of which experience barriers to accessing and influencing decision makers.

INTERSECTIONALITY AND NUANCE

We will recognize that all human rights are interconnected and affected by complex socio-economic forces and identities, including but not limited to poverty, climate change, race, gender, and Indigenous status. We will adopt an intersectional approach to eradicate silos and fragmentation that perpetuate injustices.

TRANSPARENCY AND ACCOUNTABILITY

We will communicate openly with our members, partners, allies and staff. We will be accountable for our culture, processes and outcomes, building our capacity to measure our progress and report on our outcomes.

BOLDNESS AND INNOVATION

We will build our risk tolerance and take bolder action. We will embrace change with openness and experiment with new approaches that build our agility and adaptability.



VISION

Our vision for 2030 is to:

Advance national and international human rights conditions for all peoples living in Canada and globally to experience the fullness of their rights, including equality, justice, and freedom of expression.

Achieving this vision will require transformational change in Amnesty Canada's role and capabilities. By 2030, we will:

- Broaden our contribution to the human rights landscape as a bold and innovative leader, partner and ally in solidarity with rights holders and defenders.
- Transform our organization so that we authentically reflect our vision for youth and feminist leadership, antiracism and anti-oppression.

Cross-cutting this vision are our commitments to the rights of Indigenous Peoples, racial justice, gender equity, climate justice, and intersectionality.





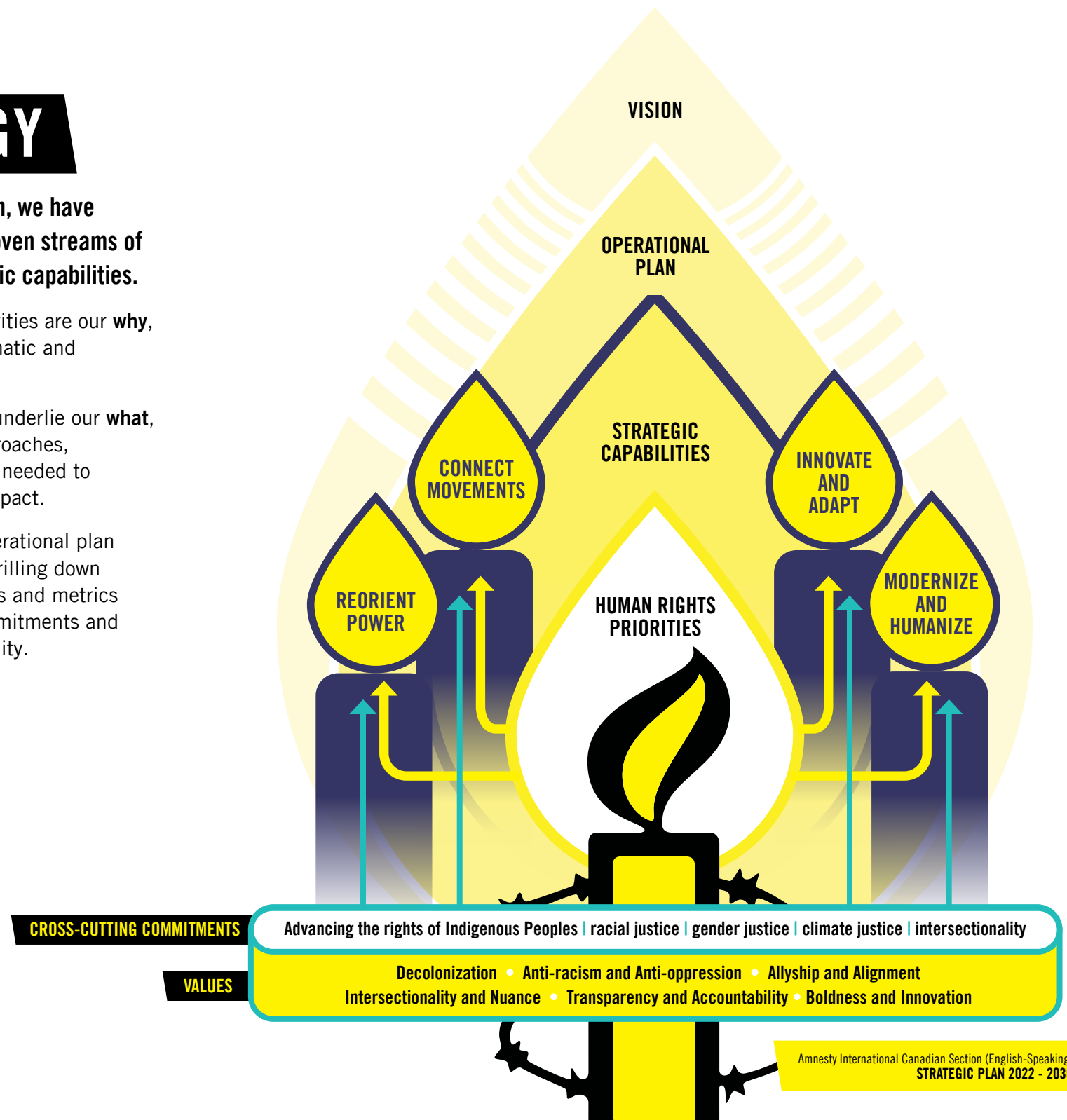
STRATEGY

In realizing this vision, we have identified two interwoven streams of priorities and strategic capabilities.

Our human rights priorities are our **why**, focusing our programmatic and cross-cutting themes.

Strategic capabilities underlie our **what**, foregrounding the approaches, capacities and culture needed to achieve meaningful impact.

The accompanying operational plan will outline our **how**, drilling down on objectives, activities and metrics to implement our commitments and ensure our accountability.



HUMAN RIGHTS PRIORITIES

CROSS-CUTTING COMMITMENTS

Through all of our human rights work, we commit to advancing the rights of Indigenous Peoples, racial justice, gender justice, climate justice and intersectionality.

We recognize the tension in adopting *Equality and Justice* as a goal while also honouring the sovereignty of Indigenous Peoples. We must grapple with this misalignment and collaborate with Indigenous Peoples and our colleagues across the movement to ensure that our shared language, understanding and work evolve to reflect and advance these inherent rights.

HUMAN RIGHTS PRIORITIES

FREEDOM OF
EXPRESSION

EQUALITY
AND JUSTICE

CROSS-CUTTING COMMITMENTS

Advancing the Rights of Indigenous Peoples
Racial Justice \ Gender Justice \ Climate Justice \ Intersectionality

In 2021, Amnesty International's Global Assembly approved a Global Strategic Framework to guide the priorities and work of sections across the movement. This framework identified guiding principles and two major Global Goals - *Freedom of Expression* and *Equality & Justice* - which have been adopted by Canada and the Americas.

Amnesty Canada will activate the global Amnesty movement's Global Goals and Regional Priorities, as follows:

FREEDOM OF EXPRESSION

Human rights defenders, in particular Indigenous rights land defenders in Canada and the Americas are at risk of increasing scrutiny from governments. It is essential to protect their rights and amplify their voices. We will support Indigenous rights defenders on the front lines to enable equity and environmental justice.

Digital freedoms and rights are increasingly at risk. New technologies have the potential to significantly advance the promotion of human rights. They are also an unprecedented threat. The increasing influence of misinformation and the role of social media in garnering support for authoritarian regimes could undermine human rights around the world. Corporate control over technology and media further threatens rights and freedoms.

EQUALITY AND JUSTICE

We will focus our efforts on Indigenous Peoples and Environmental Justice, Racial Justice, Gender Justice, People on the Move, and Crisis Response.

ENVIRONMENTAL JUSTICE

Indigenous land defenders are under increasing scrutiny from governments and corporations that continue to violate their rights. At the same time, climate change threatens the wellbeing of everyone alive today, as well as future generations. We will work to ensure that Indigenous rights defenders fighting for the environment against corporate actors are free from criminalization. We will also drive forward the development and implementation of just transition policies for Canada, in the face of climate change.

RACIAL JUSTICE

In Canada, ongoing colonialism, systemic racism and racial discrimination perpetuate human rights violations and require urgent action. We will work to ensure that Black people are safe from police violence and have agency to define safety in their communities.

GENDER JUSTICE

Upholding the rights of women and gender diverse people continues to be an ongoing human rights priority. It will be particularly important to increase gender justice during the recovery from the COVID-19 pandemic. We will enable racialized/marginalized/Indigenous women and gender diverse people to live in safety and dignity, free from discrimination and violence.

PEOPLE ON THE MOVE

Drivers like conflict and climate change will continue to shape patterns of migration in the coming decade. Closed borders have also restricted refugees' access to safety on a global scale. We aim to end discrimination and xenophobia against racialized refugees & migrants in their access to ESCR.

CRISIS RESPONSE

Amnesty Canada must be poised to respond rapidly and boldly to human rights crises as they emerge. Amnesty Canada will strengthen its capacity to respond to crises affecting the right to protest and freedom of expression, inequality, racial, climate and gender justice and refugees and migrants in the region.





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STRATEGIC CAPABILITIES

Realizing this vision requires a bold and courageous approach. We will focus on developing four interrelated capabilities to become the organization we need to be so that we can realize the impacts that we aspire to have:

REORIENT POWER

CONNECT MOVEMENTS

INNOVATE AND ADAPT

MODERNIZE AND HUMANIZE OUR ORGANIZATION





REORIENT POWER

“Old power” values and structures hamper our mission impact. We must become a greater catalyzing force to decolonize and disrupt entrenched systems of power, both inside our organization and in our work with others.

STRATEGIES

To reorient power, we will be bold and courageous in holding governments accountable to the highest standards of human rights-informed policy, legislative and regulatory frameworks by:

- Centring and amplifying the voices and power of Indigenous Peoples, Black and racialized communities, youth and human-rights holders and defenders
- Being bold and courageous in holding governments accountable
- Strengthening public education and civic engagement to make human rights undeniable and irresistible
- Leveraging our experience, resources and relationships to strategically influence policy and open space for human rights defenders and movements

INTENDED OUTCOMES

- Indigenous Peoples, Black and racialized communities, and youth are leading and influencing change
- Human rights analysis is informed by an intersectional, data-driven, rights-holder approach and has become mainstream in public policy work
- Higher public expectations and demand for government and corporate accountability in human rights



CONNECT MOVEMENTS

Amnesty Canada has a long history as a recognized and respected human rights leader. Now we are being called to do more to connect, align, amplify and build power with others.

STRATEGIES

To transform our contribution, we will build greater connection among movements and lead in:

- Facilitating relationships and collaborations with marginalized and underrepresented movements that share a common purpose
- Enabling more holistic approaches that reduce silos across human rights issues and actors
- Fostering a more connected and active membership and donor base
- Enabling movement connections across issues and borders
- Dedicating resources to coordinate rapid responses to emerging issues

INTENDED OUTCOMES

- Human rights movements are connected, aligned and more effectively resourced
- Greater innovation and uptake of new ways of educating, engaging and advocating
- Greater engagement across our membership and donor base
- Real-time response and action on emerging issues



INNOVATE AND ADAPT

Our tools and resources need to adapt to new generations of changemakers and a hyper-connected world.

STRATEGIES

To transform our contribution, we will mobilize innovative approaches by:

- Building the capacity and confidence of our teams to innovate, learn and adapt
- Harnessing and adapting innovative and best practices from around the world
- Adding value to our network through sharing innovative, adaptable tools and resources
- Increasing cross-collaboration and knowledge-sharing within the Amnesty movement

INTENDED OUTCOMES

- New approaches better amplify the work of human rights defenders and movements
- Movement-friendly, accessible platforms and tools facilitate organizing and cross-movement collaboration
- Real-time response and action on emerging issues



MODERNIZE AND HUMANIZE

Our structure and ways of working need to radically evolve to align with transformative changes in the world and in the human rights landscape.

STRATEGIES

To transform our organization and culture, we will become more modern, connected and people-centred by:

- Making anti-racism, anti-sexism & anti-oppression central to our core values
- Creating a culture of inclusion, safety, belonging, joy, and wellbeing
- Cross-pollinating teams, and fostering connectivity, curiosity and creativity
- Shifting our structures and processes to allow us to be more flexible and responsive

INTENDED OUTCOMES

- Greater connectivity, creativity and courage within a culture of support, safety and wellbeing
- Greater inclusiveness, flexibility and responsiveness, which are data-informed, policy coherent and regularly measured
- A more connected, people-centred organization
- Real-time response and action on emerging issues



IMPACT

Realizing our strategic capabilities and intended outcomes will create the conditions for key impacts to emerge over the long-term, including:

- Positive human rights outcomes in the areas of *Freedom of Expression* and *Equality and Justice*,
- Disruption of old power structures, and
- Stronger, more connected and influential human rights movements and impacts.

ACCOUNTABILITY FRAMEWORK

As we develop our work over the next eight years, we will be uniquely positioned to play a transformative role in advancing human rights in Canada.

In seizing this opportunity, we need to develop as a confident and connected team with the capability to innovate, learn and quickly adapt as we go.

Overall, we will hold ourselves accountable for our response, initiative and outcomes across our human rights priority areas. We will also monitor our process and impact by paying attention to not only what we achieve but also how we achieve it.

MONITORING OUR PROCESS

1. In what ways and to what extent have we lived into our values?
 - a. Are our values clear to our staff, members, donors, and partners and authentically reflected in our interactions and program work?
2. Who are we engaging in our work, and how?
 - a. Does our engagement authentically reflect the voices and power of rights-holders, Indigenous, Black and racialized people, youth and other groups who experience marginalization?
3. In what ways and to what extent have we decolonized and centred anti-racism and anti-oppression in our work?
 - a. Where have we disrupted power? How are we creating safer, more inclusive spaces?
4. Where do we continue to struggle? Why?
 - a. What is holding us back? How might we overcome these barriers?

MONITORING OUR CONTRIBUTION AND IMPACT

REORIENT POWER

- Indigenous Peoples, Black and racialized communities, and youth are leading human rights work
- Rights-informed policy, legislative and regulatory frameworks

CONNECT MOVEMENTS

- Strong network and partnerships that lead to aligned agendas, co-creation, collaboration and action
- Accessible, inclusive engagement across members and donors

INNOVATE & ADAPT

- Spread, utilization and perceived value of new tools and resources

MODERNIZE & HUMANIZE

- Staff experience sense of inclusion, safety and opportunity to meaningfully contribute
- Organizational systems, structures and processes bring value to our work, supporting rapid response and action

We are ready to begin the next chapter of our journey, together with rights holders, defenders and movements.

We have heard their call to action and we are committed to developing the capabilities needed to rise to the challenges ahead of us. We are eager to learn, grow and push our organization so that we can broaden our contribution and walk in solidarity as a bold, value-add collaborator.

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**AMNESTY INTERNATIONAL CANADA
(ENGLISH - SECTION)**

312 Laurier Ave E, Ottawa, ON K1N 1H9

1-800-AMNESTY (1-800-266-3789)

[amnesty.ca](https://www.amnesty.ca)

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