

# Strategic Planning for 2027-2030

## Setting Priorities: Boundaries and Criteria

### DRAFT FOR CONSULTATION

#### A. Introduction

Last November's election outcomes in the U.S. have deep consequences for human rights in the U.S. and around the world. We are seeing accelerated attacks and roll backs on human rights in the U.S. and around the world and we are deeply concerned about how the steps that have already been taken by the new U.S. administration—as well as how planned measures—may significantly erode human rights. Decision-making spaces are being systematically captured by oligarchs and the elite, and we are experiencing a rise in authoritarian practices with far-reaching consequences. While we have seen the expression of apathy and disillusionment with civic and democratic institutions, these very institutions and checks and balances for upholding human rights domestically and globally are now themselves under threat. And many are asking themselves: what can we do? Building on our strengths, and Amnesty's work defending human rights for over six decades, we have a powerful and critical role to play. This could be a unique moment for Amnesty International USA (AIUSA) to lean into our people-powered model to advance relevant action to defend human rights and help strengthen and expand our human rights community to fight authoritarian practices and advance rights for the long term. And we must be vigilant during these turbulent times and remain adaptable as the environment rapidly changes.

This year, AIUSA is developing a new strategic framework to guide our work over the period from 2027 to 2030. This new framework should express our highest ideals, aspirations, and goals—and provide a North Star that guides our board, staff, and members. In turn, the framework will be used to structure AIUSA's annual work planning and shorter-term project planning efforts. The new framework should build on our [current Strategic Framework 2022-2026](#) and fulfil our obligation to align with the [Global Strategic Framework 2022-2030](#) (both strategies are summarized in the annex).

We are keen to hear from our stakeholders regarding WHAT relevant and impactful human rights areas should be included in our new strategic framework. It is equally important that we answer: HOW will we be effective and achieve progress in this work? As a people-powered movement, we rely on our members, staff, and partners to ignite our activism and our new strategic framework needs to identify the WHAT and HOW that will be maximally engaging to advance human rights. Consultations will occur at AIUSA's [Annual General Meeting](#), during the Spring of 2025, with additional opportunities at the Regional Activism Conferences in Fall 2025.

While we greatly rely on input from our community to develop a shared strategy in a collaborative manner, it is important that we are transparent about the boundaries for consultation. There are boundaries to what we can do or can do differently that are placed on us due to our mission, core identity within a global structure and strategy, lessons we have gleaned from ongoing work, and resource constraints. Below, we present the boundaries that we confront, as well as the criteria we propose to use to select what issues could be included in the new strategic framework. These criteria would be used as a filter to evaluate suggestions and ideas we receive from members, staff, and other stakeholders through polls, focus group discussions, and other consultation processes this year.

#### B. Boundaries for New Strategic Framework Consultation

There are some evergreen boundaries that must guide the choices we make in formulating our new strategic framework.

##### 1. *The new Strategic Framework must align with our [Vision and Mission](#)*

We have a vision of a world where everyone can enjoy the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. In pursuit of this vision, *our mission is to undertake research and action focused on preventing and ending grave abuses of these rights.*

## **2. We need to balance the three core dimensions of our organizational identity**

Our identity and comparative advantage as an international human rights membership organization requires us to balance (a) supporting individuals at risk and fighting for systemic human rights change; (b) engaging on both international and domestic human rights issues; and (c) enabling both members and staff to lead and support collaborative implementation efforts. We cannot restrict our focus on individuals or select only U.S.-centric rights or only work through one group. The true choice we confront is how to cover all these dimensions and arrive at an appropriate balance among them.

## **3. We need alignment with the global strategic framework**

Our new strategic framework 2027-2030 must be informed by and aligned with the strategic goals identified by the International Secretariat and adopted by the Global Assembly in the [Global Strategic Framework 2022-2030](#). Notably, the Global Strategic Framework commits sections to investing 80% of all entity's resources toward achieving the Global Priorities (AIUSA is currently in compliance with this mandate). The Global Strategic Framework currently envisions 20% of section resources to be focused on flexible areas of work, national priorities, and crisis response. The Global Movement further expects a significant commitment by AIUSA to support global advocacy and media efforts, and support the movement through robust fundraising.

## **4. We need to be mindful of financial constraints**

At the August 2024 Global Assembly, Amnesty International's highest decision-making body that includes delegates from all over the world, a [motion on the Equitable Distribution of Financial Resources](#) was approved that will have a significant impact on AIUSA finances and operational budget in the coming years, and AIUSA is taking steps to ensure it remains financially sustainable. In turn, the new strategic framework needs to have an appropriate level of ambition commensurate with AIUSA's projected financial resources. This almost certainly means that we will need to assess the ongoing relevance of current areas of work as we develop the new framework, as well as find efficiencies. We also only plan to consider developing new areas of work if we find cuts, replace existing areas of work, or identify new sources of funding for new work.

### **C. Proposed Criteria for Assessing Priorities for Inclusion in the New Strategic Framework**

As mentioned above, these criteria would be used as a filter to evaluate suggestions and ideas we receive from stakeholders through the various consultation processes this year.

#### **1. Does AIUSA have an existing or feasibly achievable comparative advantage on the issue and can we make relevant and impactful progress in the strategic framework period (2027-2030)?**

AIUSA's new strategic framework will coincide with the last two years of the Trump Administration's 2<sup>nd</sup> term and the first two years of the next U.S. administration. While we will do our best to imagine and plan beyond the short term, we must acknowledge that the many anti-rights actions being taken now and likely over the coming years may have significant and enduring consequences which could heavily shape the human rights landscape and opportunities moving forward. Recognizing this constraint, AIUSA will identify and articulate its specific comparative advantages and seek to make relevant and impactful progress in concrete ways over the strategic period.

Several questions regarding relevance and progress should be considered when evaluating priorities:

- How can AIUSA make a tangible difference through our interventions?
- How can AIUSA integrate both individual cases and systems change efforts?
- How can AIUSA support and sustain the work over time, including with funding and capacity?

- How can this issue facilitate the building of politically impactful and relevant People Power?
- How does this issue or set of tactics strengthen collaboration and strategic focus between membership and staff and the structures that support them?
- How could this issue leverage or explore new or innovative tactics?
- Does AIUSA have access to subject-matter expertise and implementation capacity?
- Does AIUSA have an existing evidence and policy grounding or how could AIUSA feasibly develop such evidence (i.e., the research and legal base)?
- How is the issue and proposed tactics or approaches in line with Amnesty International policy?

**2. *Is it advancing our Inclusion, Diversity, Equity, and Accessibility (IDEA) values and centering Anti-Racism and other intersectional efforts in a changing landscape?***

AIUSA remains steadfast in its commitment to fighting group-based anti-rights agendas and advancing an intersectional approach to racial, gender, and economic justice. In recent years, AIUSA has made significant progress in diversifying the movement and building more equity-informed frameworks that promote clarity and accountability. However, as external opposition to DEI intensifies and internal resources become more constrained, the next phase of this work is for IDEA to become a deeply embedded, strategic driver that strengthens collaboration, enhances resilience, and fuels innovation in how we engage stakeholders. This is intended to position AIUSA as a strong and principled advocate in this space.

This means leveraging the IDEA framework to:

1. Integrate IDEA values across decision-making, strategy, partnerships, and movement-building.
2. Ensure that IDEA efforts are adaptable, impactful, and sustainable in an era of leaner resources.
3. Foster deeper collaboration across teams, members, and partners to break down silos, maximize shared efforts, and create new ways to engage with the broader movement.
4. Reimagine engagement models that reach across generational, geographic, and issue-based divides while ensuring meaningful access and participation for all.

When evaluating priorities, these questions should be considered:

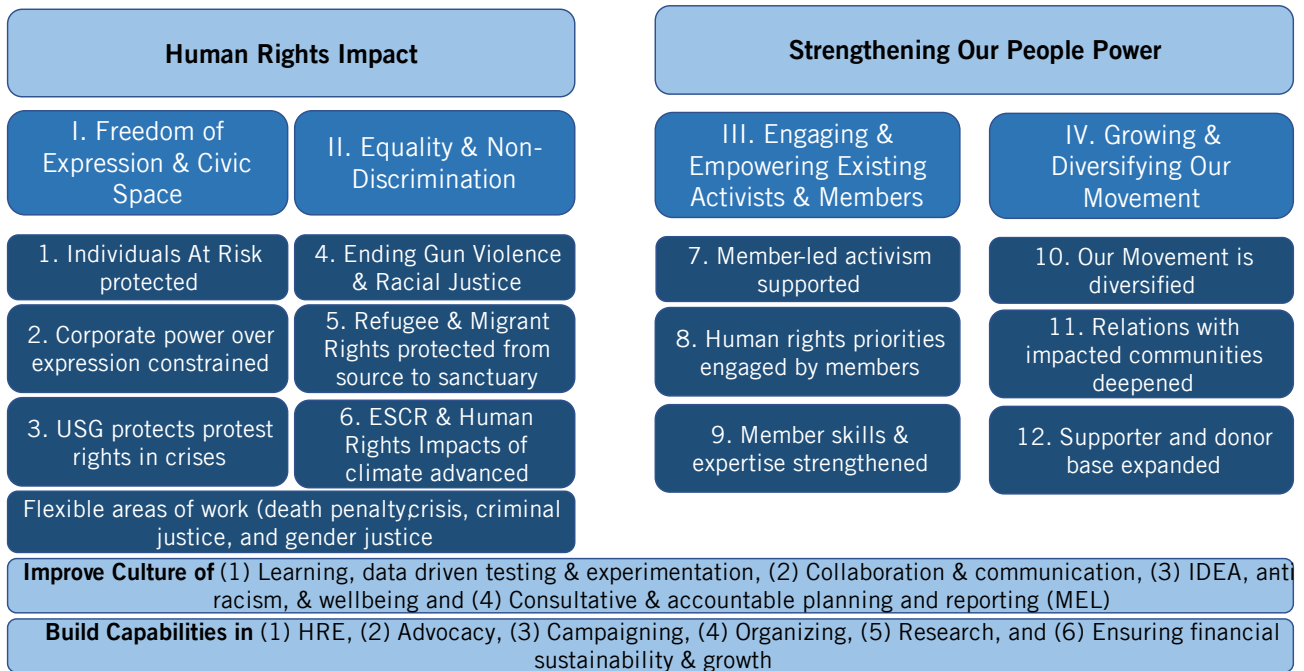
- How does a proposed priority engage impacted communities as key partners, rather than passive beneficiaries?
- How does it enable AIUSA to build meaningful alliances, particularly in response to external threats?
- Does it introduce or strengthen new forms of engagement that reach beyond traditional models?
- How does it foster intersectional collaboration across the movement, bridging issues, geographies, and identities?
- In what ways does it bring together members and staff to work on shared priorities?
- Does it help bridge generational divides and build unity across different activist communities?
- How does it ensure that people—regardless of background, access, or resources—can meaningfully participate in and contribute to the organization’s work?
- Does it align with areas of interest that have been identified through consultation?

**3. *Is it enabling learning and a more coherent and enhanced supporter engagement approach using data?***

AIUSA's current strategic framework provides guidance for possible areas of learning and intentional innovation on human rights priorities. We have taken modest steps (with mixed results) to experiment and capture learnings to achieve our priorities. The new strategic framework should elaborate the next phase of a data-focused learning approach for the organization which may include low cost and low risk innovation and experimentation opportunities. Data should also inform how to strengthen the coherence of digital engagement with supporters, members, and activists.

## Annex: AIUSA's Current Strategic Framework AND Amnesty International's Current Global Strategic Framework

### AIUSA Strategic Framework 2022–2026



### Global Strategic Framework (2022-2030)

