

April 29, 2005

Ms. Denise Searle
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Dear Ms. Searle

Enclosed is our report entitled "Decoding the International Secretariat: An Assessment of Communication and Culture". It was written at the International Secretariat facilities during the period March 14 through April 29, 2005. Preliminary work was completed in Worcester, Massachusetts, prior to our arrival in London. Copies of this report are simultaneously being submitted to Professors Malcolm FitzPatrick and John Sanbonmatsu for evaluation. Upon faculty review, the original copy of this report will be catalogued in the Gordon Library at Worcester Polytechnic Institute. We appreciate the time that you and your staff have devoted to us.

Sincerely,

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**“DECODING THE INTERNATIONAL SECRETARIAT: AN ASSESSMENT OF
COMMUNICATION AND CULTURE”**

A Report Submitted to:

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This project report is submitted in partial fulfillment of the degree requirements of Worcester Polytechnic Institute. The views and opinions expressed herein are those of the authors and do not necessarily reflect the positions or opinions of The International Secretariat or Worcester Polytechnic Institute.

This report is the product of an educational program, and is intended to serve as partial documentation for the evaluation of academic achievement. The reader should not construe the report as a working document.

Abstract

This report prepared for the International Secretariat (I.S.) of Amnesty International (A.I.) is an assessment of the London based office's communication, work culture and environment. Analysis of the organization was done with interviews, surveys and focus groups to determine communication gaps, and other problems the I.S. faces. The International Secretariat was discovered to have difficulties in communication flow, working environment and structural organization. The provided recommendations will improve the staff morale and overall communications of the organization.

Authorship Page

This paper was truly a combined effort that could not have happened without the collective efforts and strengths of each individual team member. After writing and rewriting this paper over the past 14 weeks it is hard to give sole credit to one person for specific pages or sections. Ideas were created and written jointly with multiple editing sessions done by all.

Each group member however had specific areas in which they focused their efforts either individually or with another member of the group. Kristin and Erica worked together on writing abstracts for each consultant that was interviewed. Erica and Jaclyn also worked together on conducting telephone interviews with global International Secretariat offices and national Amnesty International sections. Mapping of the information flow received from paper survey results were assembled by Jaclyn and Erica. Kristin and Todd have both dedicated hours of time to editing. Compiling the final paper was done by all.

Todd also worked on writing the methodology section along with writing the executive summary and typing up large sections of the recommendations. Todd researched and tried to make a 3-D model of the entire International Secretariat but as time ran out this part of the project was cut due to unavailable software.

Kristin worked very hard at formatted the entire report along with editing. She also revamped introductions and wrote the conclusions about what the utopian I.S. might look like. She was also in charge of writing up the personal interviews and commenting on the main trends found.

Jaclyn was responsible for sending out e-mail surveys. She collected information from the multiple choice questions within our surveys and graphing results. Jaclyn also conducted extensive investigations on the floor plans of the current A.I. offices. This was later deemed obsolete due to constant renovations.

Erica worked primarily on interoffice and external communication. She created matrices and two dimensional figures presenting team and department communication within the I.S. Erica and Jaclyn also created maps in Microsoft word and Visio used to display the path of information from researches through the I.S.

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1.0 Introduction

“There are around 639 million small arms and light weapons in the world today; eight million more are produced every year,” (Amnesty International, 2005).

“During 2004, at least 3,797 prisoners were executed in 25 countries and at least 7,395 people were sentenced to death in 64 countries,” (Amnesty International, 2005). “Every year, millions of women are raped by partners, relatives, friends and strangers, by employers and colleagues, soldiers and members of armed groups,” (Amnesty International, 2005).

These are some of the many human rights violations which are occurring in the world today. With each passing day, there are more records of these violations and a stronger fight to spread the awareness of human rights around the world. Communication is the essence to increasing the awareness of human rights in a world with changing social, political and economic trends.

Amnesty International (A.I.) is a non-profit, non-governmental organization that leads the worldwide movement of globally recognized human rights. A.I. has a vision of “a world in which every person enjoys all of the human rights entitled to them, be it through the Universal Declaration of Human Rights, or other international human rights standards” (Amnesty International, 2005). Researching and taking action to help end the abuses of these rights helps to fulfill A.I.’s vision. The main goals and purpose of this organization is the promotion of all human rights worldwide.

The International Secretariat (I.S.) is the governing body of Amnesty International. Within the I.S. there are several different regional teams composed of researchers who dedicate their time solely to creating documents and reports that contain truthful facts of the human rights abuses occurring around the world. The I.S. is the research based office which creates the annual report and presents its findings with the different national sections.

In 2004, Amnesty International began a six year transformation with the implementation of the new Integrated Strategic Plan entitled “Globalizing Justice!” The I.S.P’s core purpose is to revive and uphold the commitment of Amnesty International to the “universal and indivisible rights for all people” (Integrated Strategic Plan, 2003). It

outlines fifteen new goals of the organization which incorporate both human rights, organizational and financial strategies for the future. As a major part to the new developments and improvements made to Amnesty International and the International Secretariat, the I.S.P serves as guidelines throughout the execution of the work done for the I.S and A.I. The outcome of the project will relate and adhere to this plan.

Helping the International Secretariat move towards implementing the new I.S.P requires improvements in knowledge and information management. These areas include communication both internally and externally, spatial organization, and document management. Information Management is the planning, control and exploitation of the information resources in an organization. The term envelops both the information itself and the related aspects such as personnel, finance, organization technologies and systems. Information Managers are responsible for the coordination and integration of a wide range of information handling activities within the organization. These responsibilities include the formulation of corporate information policy, design, evaluation and integration of effective information systems and services, the exploitation of IT for competitive advantage and the integration of internal and external information and data.

Along with credibility and quality of information, the goal for any knowledge and information management system is to increase the efficiency of the organization's infrastructure to inevitably help the organization perform better. This is no different for the International Secretariat, for after they have adopted and implemented a new system they will be able to efficiently manage their resources and send their documents out at a more rapid, effective pace. If such a system was a success, the I.S. could impact the world by allowing people to be more aware of the human rights issues at a quicker rate and provide people with more updated reports more often.

The I.S. receives its data and information through documents, letters, research, and primary source accounts. They are bombarded daily with more and more information which needs to be organized and managed effectively. For A.I., it is a crucial step towards modifying and improving its structure and organization.

Automated document management systems and web based document organization are becoming the solution to the massive quantities of paperwork that an organization faces. In an organization centered on paper documents, an investment in a

document organization strategy is critical to its system. Perhaps one of the most important features of a web-based document management system is its accessibility. For an organization such as Amnesty International and the International Secretariat, there are users looking to access documents at all times from locations around the world.

Another important feature of a web-based document management system is its ability to appeal to and accommodate users of all technical ability. A database or retrieval system can be made as simple or complex as the users which will be accessing it. The more accommodating it is to its users, the more people that are likely to adopt it and use it frequently. This is related to A.I.'s mission of quickly and efficiently sharing their information on human rights to anyone, anywhere.

The differences between the two forms of management stem from the differences between the terms knowledge and information. The term knowledge is the mental comprehension, understanding and learning of information being used. This knowledge cannot be transferred to another human being as knowledge, but only as information. This information is communicated using oral, visual, or written means. Information Management is primarily the manipulating of information and data so that it becomes more efficient for the recipients. For example, by sending monthly newsletters by email rather than paper, the information is more quickly spread and with fewer resources utilized. By finding newer and improved ways to transfer information to people the better the eventual understanding of the data becomes.

There are several internal issues which the I.S faces with the communication of its resources. Information or knowledge management can play a massive role within organizations that have a large amount of data influx, or have the need to effectively store their information. The I.S. has and continues to acquire large amounts of information from around the world. It is with this information that A.I. strives to achieve its mission to prevent the violations of human rights.

Another internal problem posed to the I.S. is that once documents are approved and sent out to national sections, there is no knowing what happens to such documents. For example, many large sections benefit from their reports and have more time to read, understand, and campaign on them. However smaller sections may only have time to read the summary that is presented with the document. There are many questions that

need to be answered about how these documents are being used and whether the documents are in the appropriate form for all audiences. There are also large feedback gaps within the structure of the I.S. and sections throughout the world including I.S. sections as well as local Amnesty International groups.

Other problems our group sees the I.S. facing in relation to communications are external. The I.S. has both communication with other global I.S. offices and A.I. sections. We gathered information that will lead to better communication strategies within the I.S. and other sections of A.I. We found the flow of information to be vertical throughout the organization rather than horizontal (Appendix G).

The International Secretariat of Amnesty International has several areas where specific improvements will benefit not only the I.S. office, but the entire organization. The group pinpointed where and how to take the first steps for improvement, by compiling recommendations for the I.S. and presenting an analysis of their information and communication techniques as well as the current consultant strategies. Relevant data will be presented and will allow them to prioritize the areas in which to focus. Recommendations provided will consider both external and internal matters involving communication, staff and personnel and their working environment at the I.S. as well as knowledge and information management.

This project's goals are to aid the I.S. in understanding how to prioritize the needs for its organization. With an assessment of this, the International Secretariat can now come closer to fulfilling its goal of efficiently utilizing research material to make a difference for human rights worldwide.

The group utilized several research methods while completing this project. These will include our primary method, personal interviews and phone interviews, along with focus groups, surveys and personal observations of their office structure. This research will help us with our eventual objective of proposing an accurate assessment and mapping of communication and information flow throughout the International Secretariat of Amnesty International.

2.0 Background

Within this chapter the essential information about our sponsor organization, Amnesty International and its governing body, the International Secretariat, can be found. For a better understanding of how the International Secretariat works you will find detailed job positions, approval process and a general overview how why the International Secretariat is so important to Amnesty International.

To help understand the conditions and terms of this project the importance of knowledge and information management is presented along with other communication options, such as the World Wide Web.

2.1 The Integrated Strategic Plan

The consultants, projects, evaluations, databases and new visions of the International Secretariat and Amnesty International are based around one central objective, implementing the Integrated Strategic Plan, (I.S.P). The I.S.P was first drafted in 2001 at the International Council Meeting in Dakar, Senegal and then finalized in 2003 at the International Council Meeting in Morelos, Mexico. This plan, entitled “Globalizing Justice!” is considered the “rallying cry that will guide the movement’s work” for the next six years of the implementation. The main objectives of this document are to relate the vision, mission and core values of AI to future plans of improving and modernizing their organization globally.

The I.S.P begins with addressing the challenges that the organization is going to face heading into the 21st century. These include equity, accountability, and sustainability. These are then related to the development of the I.S.P at “a time when the organization is also looking at a 20-year horizon for re-thinking the foundation of [our] work and [our] organization” (Integrated Strategic Plan, 2003). Some human rights themes and challenges declared from the core issues of A.I. and the I.S.P are discrimination, impunity (the perpetrators of human rights are being exempt from punishment and are becoming a bigger threat to people and security), armed conflict,

people on the move, women and girls, and poverty. All of these themes are discussed in the I.S.P.

The I.S.P contains 15 goals for the future of the organization. The first seven goals in the I.S.P are listed under human rights strategy. These goals are as follows:

- Build mutual respect and fight discrimination
- Demand justice and combat impunity
- Uphold the physical and mental integrity of all people
- Defend the rights of people in armed conflict
- Promote and protect the rights of uprooted people
- Champion the rights of women and girls
- Advance economic, social and cultural rights

The following goals are part of the I.S.P entitled “Organizational Strategy: Releasing energy!”

- Guarantee quality research
- Take effective action
- Communicate effectively
- Mobilize people
- Build a dynamic architecture
- Enhance our public trust

The final goals of the I.S.P are listed under “Financial Strategy: Grow!”

- Grow financially
- Strengthen our financial management

Under each goal are several strategic objectives which clarify and describe each of them presented in the plan.

In conclusion, the I.S.P summarizes Amnesty International’s hopes and visions for the future. These conclusions include moving from strategic to operational structure. The I.S.P declares that “in order to develop operational plans in sections...the

organization has created a process for operational planning that allows common commitments”. The other conclusion to the report is monitoring and evaluation. This is an important aspect to the I.S.P because without this step in the process, there would be no way of determining the effectiveness and success of the implementation of the I.S.P. This step in the conclusion of the report states that “all parts of the movement will need to report to the International Council Meeting on the implementation of the Integrated Strategic Plan”

The I.S.P will be integrated into the organization over the next six years with hopes to achieve its goals and objectives along with continuously relating the purpose, mission and vision of A.I. to the future of the organization. The studies of the communication and information flow done throughout this project will be constantly relating back to the I.S.P.

2.2 The Structure of Amnesty International and the International Secretariat

Amnesty International is a large scale, complex, global organization. The International Secretariat is the governing body of the entire organization. The London I.S. is the largest I.S. office. However, there are other I.S. offices located in Hong Kong, Beirut, Kampala and Costa Rica. Researchers are sent to areas around the world affected by threatening human rights and violations. They gather and send information and resources back to the regional teams at the International Secretariat where the campaigning process begins.

There are sections of Amnesty International located around the world as well. The largest sections are national sections, followed by the more independent local groups. National sections of Amnesty International, such as the United Kingdom, France, Nepal, or Mexico receive campaigning resources produced by the International Secretariat. They then continue the process of campaigning for human rights as they pass that information further down to smaller sections and grass root activists.

The International Secretariat utilizes a team focused approach to the daily activities of the organization. The International Executive Committee, (IEC) discusses

the future plans of the organization and evaluates the current state of internal affairs. The work of the IEC is filtered to the International Secretariat which strives to implement them. In the center of the structure of the I.S. is the Secretary General, Irene Khan, who primarily heads the International Secretariat and its teams. Next, there are seven main departments of the I.S. These departments are Communications and Campaigning, International Mobilization, Resources, Policy and Evaluation, International Law and Organizations, Human Resources and the Regional Programs. Each one of these departments is then split into multiple teams. The total internal infrastructure of the International Secretariat is shown in the Appendix G. Information is gathered by the researchers in the regional sections and then distributed as reports to the other branches of the I.S. and National Sections.

2.2.1 Description of Positions at the International Secretariat in London

Secretary General and Executive Deputy Secretary General

The Secretary General and Executive Deputy Secretary General are in charge of the seven departments. The Office of the Secretary General (OSG) oversees all policies and decisions of all other departments and is also involved with communication to other global sections and I.S. sections. Most information and decisions are passed through the Secretary General and Executive Deputy Secretary General. Much of the approval process relies upon the Secretary General and the program directors of the various research teams.

Communications and Campaigns

In this department information is received directly from the researchers in a specific global area, and used to create campaigns for that area. There can be two different types of campaigns: Themed Campaigns, and Global Campaigns.

Themed campaigns and research include, for example, the campaigns Stop Violence Against Women, and the Control Arms campaigns. These are focused anywhere in the world in which this theme exists, not solely in certain research areas, as are the global campaigns. With the information they gather, they document their findings and submit it to the Communications and Campaigning team. That team then uses that information to develop a thematic-based campaign to produce action against the human rights violation.

The regional campaigns are based on specified areas, such as North Africa, Europe and Central Asia, where the researchers gather information, and distribute it to the Communications and Campaigning department. These campaigns are developed based on that information. These are all country specific based, and do not follow any themes, like Stop Violence against Women, for example. Research done in a particular country can encompass many different topics of human rights violations in that country. With this information campaigners can produce campaigns to direct action focused in that particular country.

Communications and Campaigns also include three subdivisions: Campaigning, Media and Audio Visual, and Publications. Campaigning includes activism support, urgent actions, section liaison, action planning, and theme campaigning. The activism support helps to support those involved in the direct actions involved in stopping human rights abuses. With the information which Communications and Campaigning receives, it can create action plans for the human rights activists to use. The media and audio visual section produces media like pictures, movies, and video clips, for the press, or wherever they may be useful for their campaigning purpose. The media and audio visual division is involved with creating audio and visual productions with the information they receive from Communications and Campaigning. They are also are involved with the media and press.

Information is then used by the publication team to create news stories and publications. It works in conjunction with marketing, printing, production, web, and languages teams. They will translate the publications to different languages before distributing it. Marketing helps advertise the publications once they are created. Publications also give its information to the web team, to ensure that the Amnesty

International website can be updated and contain the new information. They also give information to the printing team in order for the publications to be printed and sent out.

Human Resources

Human Resources incorporates three areas which include staff training, personnel, and volunteers. These positions are all focused around providing resources for the International Secretariat. Staff training provides the training and other help needed for new coming staff members at the I.S. Personnel are required for any necessary paperwork or other items associated with new members or current staff members. They keep track of all information dealing with all employees of the I.S.

Regional

The regional department consists of Africa, Asia and Pacific, Europe and Central Asia, Americas, Middle East and North Africa. These regional departments focus on researching their particular country of focus. They receive information from a very wide variety of sources. Some of these sources include direct communication with human rights victims in those countries, radios, newspapers, contact with sources in the particular country, and many other sources of information. Once this information is gathered, the regional workers can then put the information together, and locate exactly where and how the abuses to human rights are occurring. From here it can be sent to the campaigners, who use this information to create region/country specific campaigns based on this information. This occurs in each of the specified global regions.

Resources

The Resources area encompasses a large amount of information flow and management. Subdivisions of the Resources department include Information Technology, Finance and Accounting, Facilities Management, and Information Resources. Information Technology includes the creating and maintaining of all databases used by the I.S. It also takes care of office automations, telecommunications, and all IT training throughout the I.S.

Finance and Accounting is responsible for the required accounting within the I.S. It does all of the necessary financial calculations and uses cashiers and to keep track of this information. This department also manages the ledger books.

Facilities management encompasses despatch, maintenance, purchasing, security, and travel areas which all need to be managed accordingly. Facilities management must keep track of and manage these areas. They must take appropriate measures to ensure everything is completed and on time.

Information Resources includes archives, audio-visual, resources, library, and records management. This position involves maintaining all of the archives from the past, and updating the records with current material. They are also responsible to the upkeep of the library, maintaining those records, as well as submitting new additions. Information Resources also is responsible for adding archives to audio-visual. Records management is another area in which Information Resources is responsible, where they keep all records of the I.S. stored, organized and up to date.

International Mobilization

International Mobilization includes the organizational liaison unit, the actual international mobilization, human rights education, and international fundraising. The organizational liaison unit is the area which liaisons between international sections, and organizes such information. They can serve as a middle step in the communication process. International mobilization involves the mobilization of international units, or sections. They help give action to the areas.

Human Rights Education involves educating countries around the world, especially those areas with little outside communication on human rights, and human rights violations. This area helps to teach exactly what human rights violations are and how to spot them. Recently, a human rights education packet was made to send to people to assist with education in a more interactive way.

International fundraising is involved in raising funds for countries outside of the I.S. These funds can go to a variety of things, most of this going to that particular country's mobilization and action plans.

International Law and Organization

International Law and Organization (ILOP) works closely with intergovernmental organizations, the United Nations office, and legal advisors. ILOP uses these resources to ensure they know and understand completely the legal workings and laws of all international countries. This helps to ensure safety and well being of the researchers and victims. ILOP may have information on other government's policies and laws. They also work to gather information on this.

2.3 Current Consultancies and Projects within the International Secretariat

With the introduction of the Integrated Strategic Plan into the organization of Amnesty International and the International Secretariat, there are now many areas of the organization which must be evaluated and modernized to adapt to the I.S.P. The following sections are brief summaries of the current independent consultancies and the newest projects which are being executed at the I.S.

2.3.1 Information Management Systems (ECMS)

Presently, one of the largest consultant strategies at the International Secretariat is the Enterprise Content Management Strategy, being headed by Graham Oakes, an independent consultant. The ECMS group was hired to evaluate and consult the I.S. on possible knowledge management strategies to be implemented at the I.S. in the future. Graham had been at the I.S. working with knowledge management since February and had recently finished his consultant work leaving the I.S. with several options in knowledge and information strategies for the future.

During analysis and work at the I.S., Oakes coined the idea of “information ad-hococracy” as the main problem with knowledge management at the I.S. Ad-hoc refers to the tendency for those at the I.S. to keep information to themselves. This tendency is the lack of sharing one’s information and for employees to create their own working environment independent of each other. This represents the individualistic work habits of employees at the I.S. The Enterprise Content Management Strategy is the “infrastructure to support AI in gathering, integrating, disseminating and archiving information” (Oakes, 2005). This strategy and consultation includes internal (employees, volunteers) and external (movement, partners, supporters, media, public) processes. ECMS has been brought to the I.S. so it can provide many benefits. From the analysis and implementation of the ECMS, A.I. and the I.S. will see benefits such as the refocus of information management specialists onto strategic activities and greater strategic flexibility to respond to major events and/or changes in movement priorities.

Along with the central idea of “information ad-hococracy”, the ECMS concentrates around the core finding which is “AI needs to decide whether it wants to address underlying strategic issues” (Appendix D). These core issues include the lack of confidence in shared information, lack of audience focus or feedback and strategic rigidity. These issues and their relationship to the future state of Amnesty International and the I.S. are represented through a series of flow charts, diagrams and graphs. From this it was determined that the organization has three options for the future. These are Tactical Document Content Management Strategy (DCMS), a combination DCMS and

Web Content Management Strategy (WCMS), and Strategic ECMS. This strategy and consultation also examines both the tactical and strategic bases for A.I. and the I.S. At its finish, implementation of the ECMS includes several phases of change and development still being worked out.

2.3.2 Databases

ADAM

The audiovisual team is made up of five people who have different tasks of sorting through all types of photographs, videos, audio and multimedia clips. These audiovisual materials not only come from the I.S., but they are also received from A.I. sections or members, the media, professional photographers or film makers, and in some cases from individuals or family of victims. With such a large influx of materials there needs to be an efficient way to store and retrieve them. ADAM was created for this intention.

ADAM is a central audiovisual database that is now being tested throughout Amnesty International. It was first implemented in certain sections on the March 17, 2005. The four main elements of this database are team and sections databases, the AVR team, ADAM database and collection and Adam services.

The hope is that sections and teams will be able to input materials directly into the database while the AVR team will have to sort through media's, professionals or individual contributions. After placed within the database they hope to split the stored materials into an intranet for the I.S. and A.I. sections and have the other half be publicly accessed, for use by schools, other organizations, and independent productions.

YouthNet

YouthNet is a new database that is being developed and currently being worked on by an independent consultant, Nick Moriatis. Along with the many changes in which

the I.S. and A.I. are currently undergoing, one of them includes broadening the audiences of their organization and appealing to a more diverse crowd. To achieve this, the organization has been working to strengthen its ties with smaller local sections and youth groups. Like project Imagine, YouthNet is directed towards a younger audience and local sections. It contains documents for youth coordinators and sections that will be helpful to them as they do not always have all of the documents and information available. This not only aims to broaden the audiences of A.I. but to increase and improve the communication between the documents being released from the I.S. and the information that is received by these local sections and youth groups.

2.3.3 Planning

Friendly Project

The Friendly Project (FP) is a three month pilot project organized by Zeira Drammis to develop a series of project management tools to benefit the members of the I.S. project groups and help implement the Operational Plan (OP). The methodology that was used throughout this project included testing benchmarking of other organizations and the formation of the Project Management Working Group which would serve as a mentor to the group. As the FP is still in effect, it has created many objectives since its organization. These include but are not limited to promoting effective team and individual workload management, establishing the Friendly Planning Workbook and establishing the Project Planning Methodology. These objectives will be developed as the FP matures through 2005. Outcomes for the project intend to be but are not limited to, a tool for effective workload planning to be used throughout the I.S., improved dialogue throughout the teams, an improved source of planning information and a reduced duplication of planning and communication work. Finally, in the newest stages of the project, three approaches will be taken in order to insure the desired outcomes and outputs.

Language Strategy Review

All documents that are created within the International Secretariat are published in four core languages. These languages include Arabic, English, French and Spanish. Most, if not all documents are first written in English and must wait to be translated into one of the three other languages. This can often be a lengthy process where urgent actions and other documents could easily take precedence over one's own to be translated first.

Magda Walters is an independent consultant currently at the I.S. She has worked with many non-governmental and non-profit organizations including UNICEF. Walters was introduced to the International Secretariat to oversee how documents are being translated and to share her opinions of the efficiency of the four core languages at the I.S. Currently there are only four languages able to be used for documents. For any organization the need to communicate on an international basis is crucial, especially with an organization as powerful as Amnesty International. The ability to have fast and accurate translations is essential for wide spread communication.

2.3.4 Programs

Country Action Programs

Country Action Programs (CAPs) are “an ongoing series of activities by sections and the I.S. to prevent or oppose human rights abuses in a country (or set of countries)” (Country Action Programs ppt, 2005). They are a strategic approach to research, action and mobilization which work towards the Global Impact Goals. CAPs focus on the individual victim and provide an information and action guideline for each country via an internal intranet network. CAPs are selected from specific regions for strategic and political importance and are also chosen for long term needs. They are developed on a serious human rights topic in where there are a number of human rights concerns. The development and implementation of CAPs throughout this I.S. provide a change in the research and campaigning methods. Integrating CAPs into the organization requires that sections sign up for long term country work, not country actions, providing for different

levels of involvement for country actions as well as changes the role of the coordinators. In relating to the Integrated Strategic Plan, the developing CAPs are a way to provide a “conversation” of feedback and a “consultation” and exchange of ideas. Current modifications and challenges faced by the CAPs development include but are not limited to developing CAP actions, supporting feedback and evaluation and increasing participation in the movement and integration.

2.3.5 Website Design and Public Relations

E-Communications Review

To help A.I. improve its communication strategy with its member base and with the general public the I.S. hired a consultant, BeaconFire, to design and implement an E-Communications Center for the I.S. office in London. This project looks at various aspects of the organization including e-activism, online communities, human and IT resources and technical solutions. The development of the E-Communications Centre, a major part to the review has seven objectives and six priorities which were created under the focus and vision of A.I. and the I.S. These objectives include ensuring that the needs of the wider A.I. movement are being met wherever practical, helping A.I. to estimate the financial and human resources needed to achieve goals, providing guidance on effective e-activism, and online communities, and “to help AI understand the various technical solutions which would fit the logistical model, taking into account the I.S.’s existing IT resources and strategic directions” (Beacon Fire, 2005).

The development of an E-Communication Center is centered on a main vision. Mainly, it will aim to enable Amnesty International to have better communication and a greater ability to call to action with a variety of innovative online techniques. It will look to improve the online capabilities of those areas where the capabilities are poor and utilize resources from the areas to do so. It will also concentrate on online improvements and growth in the areas of activism, fundraising, and membership.

E-Communications aims to integrate a more collaborative approach to the system currently in place. This includes evaluating the roles which the documents hold, their accessibility online as well as their content that is being made available to members. The

review also looks to increase the networking and sharing of the facilities within sections such as making more of the resources at the I.S. in London available to more global sections. This also includes how this information is being distributed, its efficiency and the synchronization of content sharing. It is a large area of the I.S. that will be going through many changes as the Integrated Strategic Plan is put into effect.

2.3.6 Youth Outreach

Imagine

The IMAGINE project is based on the John Lennon song Imagine. Rights to this song were given to Amnesty International by. To target younger age groups this program will allow artists to donate the rights of their songs to help fundraise for Amnesty International.

While downloading music from the internet seems to be the easiest and often times cheapest way of receiving music; IMAGINE will help raise awareness among a generation brought up with laptops, wireless internet, and the new craze of portable music devices, I-Pods. Amnesty and staff at the International Secretariat are now starting to focus on younger age groups realizing human rights is an issue that should be a concern to us all.

3.0 Methodology

The following section describes the steps taken in the completion of this project. There were several research questions which the group set out to answer prior to the execution of the project. Each of the methods described help to answer these research questions. These research questions are:

- Where are there gaps in communication and information flow located in the organization of the International Secretariat?
- What is the current database system being used by the I.S. and what is the general attitude of the users about this database?
- How does the International Secretariat communicate with other I.S. offices and national sections of Amnesty International?
- What are the effects of the current working environment on the attitude of the personnel?

3.1 Interviews

The main form of data collection for this project was interviews. Upon arrival at the International Secretariat in London, several meeting times were arranged to perform interviews with various members of the staff of the I.S. After the first two interviews, an interview protocol was created which served as the guide for each interview to ensure that the data that was being collected was constant throughout the collection process. A copy of the template can be found in Appendix D. Because the representatives that were interviewed were from different teams and departments, the interviews tended to become very open ended and adaptive to the interviewee.

Each interview was set up in a similar manner and was approximately one hour in duration. The first step to each interview was an introduction of the group which included names, majors, and a background of Worcester Polytechnic Institute and the project plan. It was followed by a brief description of the group's planned work for the

I.S. and what the group hoped to achieve from each specific interview. A summary of the interviews is located in Appendix D.

Once all of the interviews were completed, the next step was to properly organize and analyze the data that was collected. This was done by first reviewing all of the notes taken from the interviews. Once the notes were reviewed, the group then looked for common trends and similarities in the responses from each interview. The common problems, suggestions and weaknesses which were found were used as the basis for the recommendations which were offered to the I.S. These recommendations can be found in a later section.

Other than determining the common areas of the interviews much of the data was also used for the two dimensional model that was created. Many of the responses told the group about their connections with other areas of the I.S. and even the departments in which there are gaps in the communication. The interview data was organized by the information which told the group about the communication and information flow as well.

3.2 Surveys

The I.S. is a goal orientated office where people can be very consumed in what they are working on. Oftentimes there is no need to communicate with the people who are right across the room from another employee, never mind a different section, department, or even a building away. After conducting several one on one interviews with different representatives throughout the I.S. we decided that we would be able to obtain the most useful information by simply asking a few members from each department four to five one sentence questions.

As the I.S. is a very busy and hectic place to be working, consulting or completing a project it was figured the best way to receive the answers to questions would simply be to walk around the offices and ask people for five minutes of their time. At the beginning of each interview, the interviewee was given a brief background of the group, the project, and how they could help in the mapping of the information and

communication flow throughout the I.S. These interviews were more preferable than the hour long interviews in the way that the needed information could be gathered quickly and efficiently when parties were cooperative. However, the plan was not well received with the department heads of the I.S. After this slight change in plan it was decided to make a small survey of the questions and send it out through e-mail to the key people there had been no contact with. The email survey contained five open ended questions asking all the employees of the London based I.S. office questions focused around how they communicate with other teams.

By sending these surveys out by e-mail there was a greater opportunity for responses. This is because e-mail is used as the number one way to contact people at the I.S. Oftentimes it was found that people were not always at their desk and after several failed attempts of calling people and trying to locate them, e-mail appeared as the easiest and most time efficient way to execute the surveys. E-mail surveys are also helpful when working on a tight schedule because it allows the recipient to respond when best for them. A copy of the survey is located in the Appendix F.

After yet again meeting with minimal responses, one last survey was created to be distributed through office mail. This allowed the group to ask more questions as well as add other restrictions to the survey such as a deadline, our I.S. reference and sponsor and add specific choices for answers.

When creating this second survey, both open-ended questions as well as multiple choice questions were provided. This made the survey as simple as possible and the least time consuming. It allowed the group to collect both qualitative and quantitative data. The main goal of this second survey was to fill in the gaps still left from the past weeks of research and data collection. Important information looked for in the survey was determining where certain positions and departments receive their information from and then where it gets sent to.

The multiple choice questions lead to quantitative analysis and qualitative for the open ended. The group had the multiple choice questions tabulated in a Microsoft Excel spreadsheet for easy generation of appropriate charts and graphs. These graphs allowed for easy interpretation of the data and streamline the analysis process.

The paper surveys distributed throughout the International Secretariat were then collected and tabulated to begin the analysis of the communications flow through the I.S. Out of the 250 surveys printed and distributed only 26 were returned completed. Although the sampling size was small the group got an idea of which departments are in communication with each other and how often, as well as other relevant data. This data coupled with the interview notes were vital in creating the two dimensional models used in the final presentation.

3.3 Focus Groups

Since this project is the first of its kind between WPI and the International Secretariat of Amnesty International, there were many open ended ways the group could direct the project. There was no set path to follow while working with the I.S. and after speaking with the advisors and sponsors our group believed that identifying where the gaps in the information flow would be the most beneficial to Amnesty International.

Because of the broad spectrum of ideas that were given to the group upon arrival in London, the group held a focus group/ presentation mid way through our project's timeline to unveil the direction of our project. The main point of this gathering was to ensure that the sponsor was satisfied with the current progress. It also allowed the group to make some clarifications for the areas of the project that were unclear.

4.0 Results and Analysis

The following section shows the results produced from the execution of interviews, surveys and observations. Due to the wide variety of information which was collected, the group found that there were specific categories in which all of the results fell into. The following section categorically describes the results followed by the analysis of each.

4.1 Internal

The International Secretariat is involved in two types of communication, internal and external. Internal communication includes all interoffice communication throughout the organization and also within departments and teams. This is done through e-mail, phone calls, personal contact, interoffice mail, the Intsec Forum and many meetings.

4.1.1 Interoffice Communication

The single most common complaint our group heard in interviews and read in surveys was that the I.S. continually ‘reinvents the wheel’. This was quoted in at least three of the interviews and represents the lack of communication and clear fact that there are communication challenges in the International Secretariat. This term was quoted in the interviews when asked about time consuming events of the interviewee’s position as well as in additional feedback they gave during the interviews. For example, the quote “reinventing the wheel” was used to describe the lack of communication within the regional teams. “Reinventing the wheel” was also used to describe the process in which meetings are run and the outcomes of them.

In one use, “reinventing the wheel” was used in the discussion of the regional teams. With these teams, which include the Americas, Middle East and North Africa, Asia Pacific, Africa, Europe and Central Asia, there is a lack of communication among

each other. Each team tends to be focused strictly on their area and lacks connection with the other teams.

The Regional teams are a highly specialized group of workers. Many have been studying the same global location for several years. Their knowledge and experience of their specific area is enormous. They are likely to be protective of that information and unlikely to share it. Because many of them have acquired so much knowledge but do not always share it, research is overlapped, or “reinvented”. This wastes time, money and knowledge. While there needs to be an understanding of the confidentiality issues which come with any given human rights violation and campaign, there also needs to be recognition of the benefits of sharing information, especially in an organization where the amounts of knowledge and information that the staff possess is so large.

“Reinventing the wheel” was also used when describing meetings of all varieties, which includes staff meetings, department meetings or specialized meetings such as the knowledge management forum. Since it was used to describe something as simple and routine as a daily meeting, it can be seen that again there is an overlap of information that gets discussed and a lack of communication to those not in attendance at a meeting. Steps to improve meeting efficiency are discussed in the recommendations section of the report.

Because of the large amounts of information and a lack of organization with that information, many times topics discussed at meetings are repeated or not accomplished in the time they should be. Often times, meetings do not cover all of the topics that were set in an agenda. In addition to a meeting attended where only two out of six of the topics on the agenda were covered, it was also discussed in a focus group with two members from the regional team that meetings do not always cover all of the agenda. This creates an overlap and buildup of information. Also, it can be determined that there is no way of informing others of what was discussed or accomplished at meetings. There is also no apparent way of ensuring there is no repetition of topics covered in the many hours of meetings which occur each day at the I.S.

In general, by several representatives of the organization using the phrase “reinventing the wheel”, it can be confirmed that the lack of communication within the organization is causing much overlap in information. There is an overlap of knowledge

and information, communication, research, and even in the current consultancies that are being done in the organization. These overlaps and duplications are then a cause of poor time management and eventually a waste of money.

Another trend which developed from the interviews was the lack of personal contact in the I.S. and the consequences it was having on the organization. The role in which the I.S. plays in the organization of Amnesty International is one which requires great communication on many levels to maximize the goals and visions of A.I. It was found in the interviews that personal contact is the most effective way to communicate but is the form of communication which is most difficult to use.

Additional findings which show the communication flow problems in the I.S. were found from the surveys and are displayed through two dimensional modeling. In the original mapping of the I.S. hierarchy, there were two main positions located in the center of the organization; the Secretary General (SG) and the Executive Deputy Secretary General (EDSG). Located around those two positions were seven main programs; Policy & Evaluation (PEP), International Law & Organizations (ILOP), International Mobilization, Resources, Regional, Human Resources, and Communications and Campaigning.

The following figures have been designed from survey results to show the communications of each team/program within the I.S. and with other teams on a daily and weekly basis. The figures are representations of individual employee's responses. When surveys were distributed, employees received the option of circling an entire department, such as communications and campaigning or specific teams within the department, such a media audiovisual. The template of each model was the same and produced for each of the surveys completed. Found in the center of the models is the I.S. team or department and surrounding the center are each of the other teams and departments in the organization which were the choices for responses to questions three and four of the paper survey. The center department was connected to the surrounding teams by either a solid or dotted line. The solid line represents a weekly connection while the dotted line represents a daily connection. When an entire department was chosen the teams that make up that department were circled with either a solid circle (daily) or dashed (weekly).

Different people within the same team may be in communication with several different departments. This is why some figures will contain the same team or program within the middle, with different connection lines for communication flow. Each team is placed in the center with all other teams surrounding it. By charting each individual survey it allows for simplified graphs and figures.

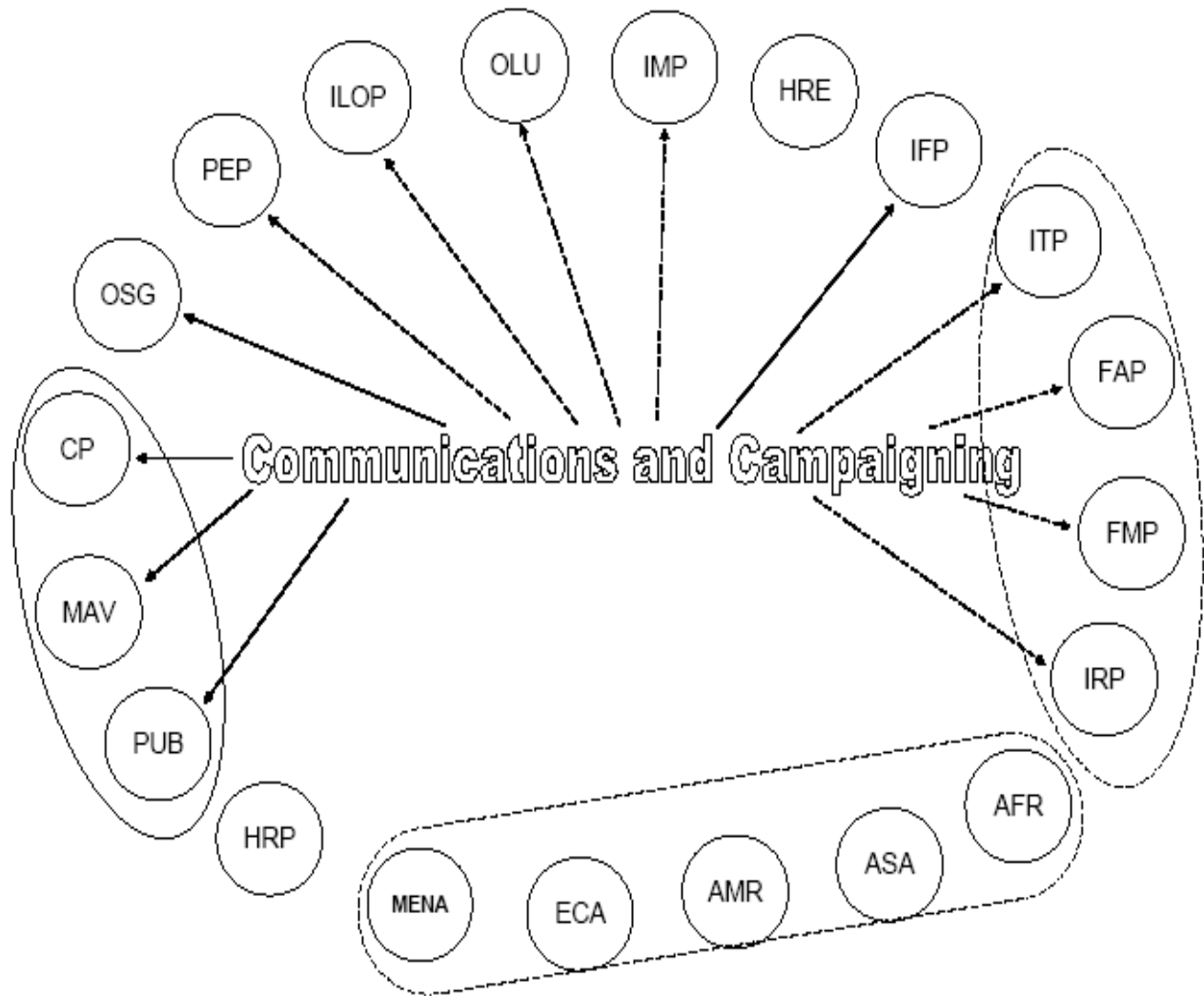


Figure 1: Communication for the Senior Director of Communication and Campaigning

In Figure 1, all teams or departments are contacted. This is because the senior director of any program should be in constant contact with the teams they are overlooking. Correspondence with regional teams is important for campaigning purposes, and publications to keep information flowing out to the correct audiences. The only departments the senior director of communications and campaigning said she wasn't in contact with on a regular basis were human resources and human rights education. This is because human rights education is a complete separate department that relies on information formed by researchers and campaigners. They are relying on the documents and information she gathers, not the other way around. The senior director works in the office of the secretary general represented in figure 2.

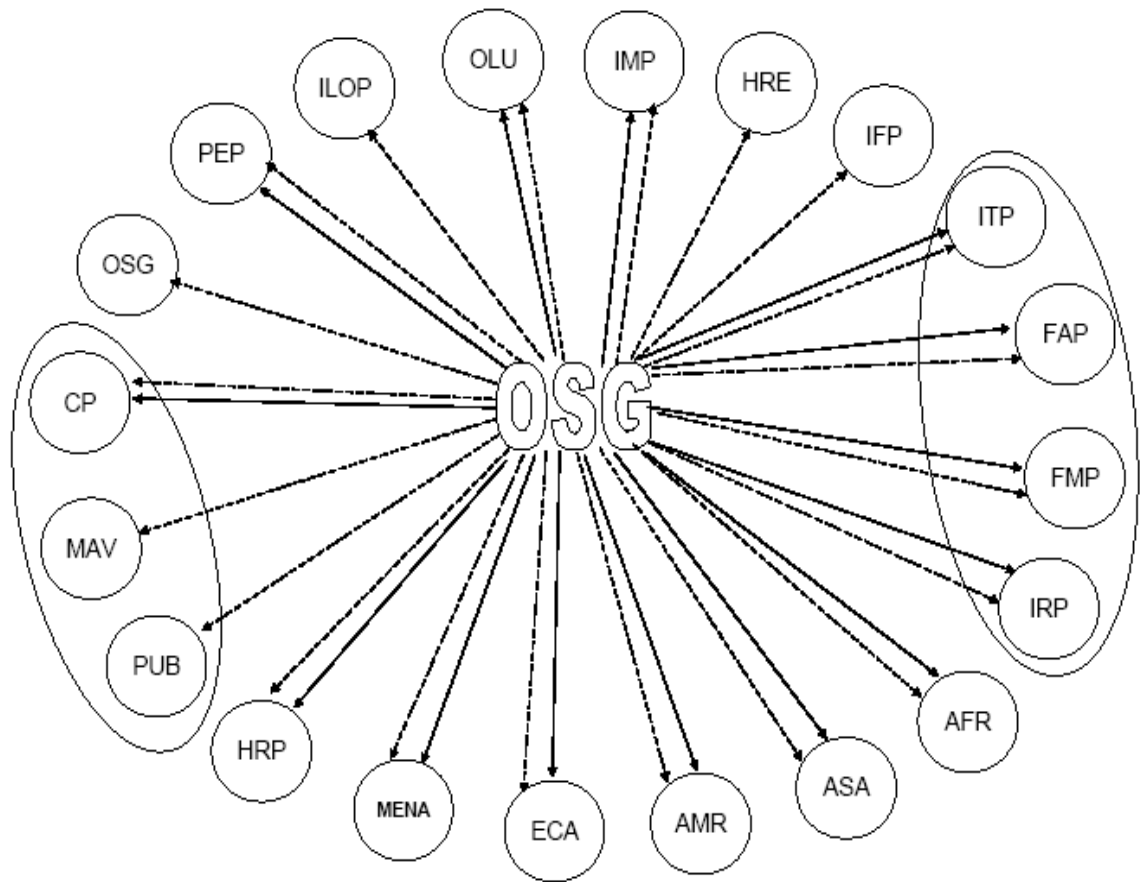


Figure 2: Communication flow for the Office of the Secretary General

Four surveys were collected from the office of the Secretary General. Figure 2 best represents the general trend found within this team which is that communication is very prevalent with almost all teams and departments in each figure. This is because the office of the Secretary General is the engine behind the International Secretariat. Everything that flows from researchers and campaigners has to eventually pass through the office of the Secretary General. Approvals and decisions such as declaring a country in a crisis also happens within this office.

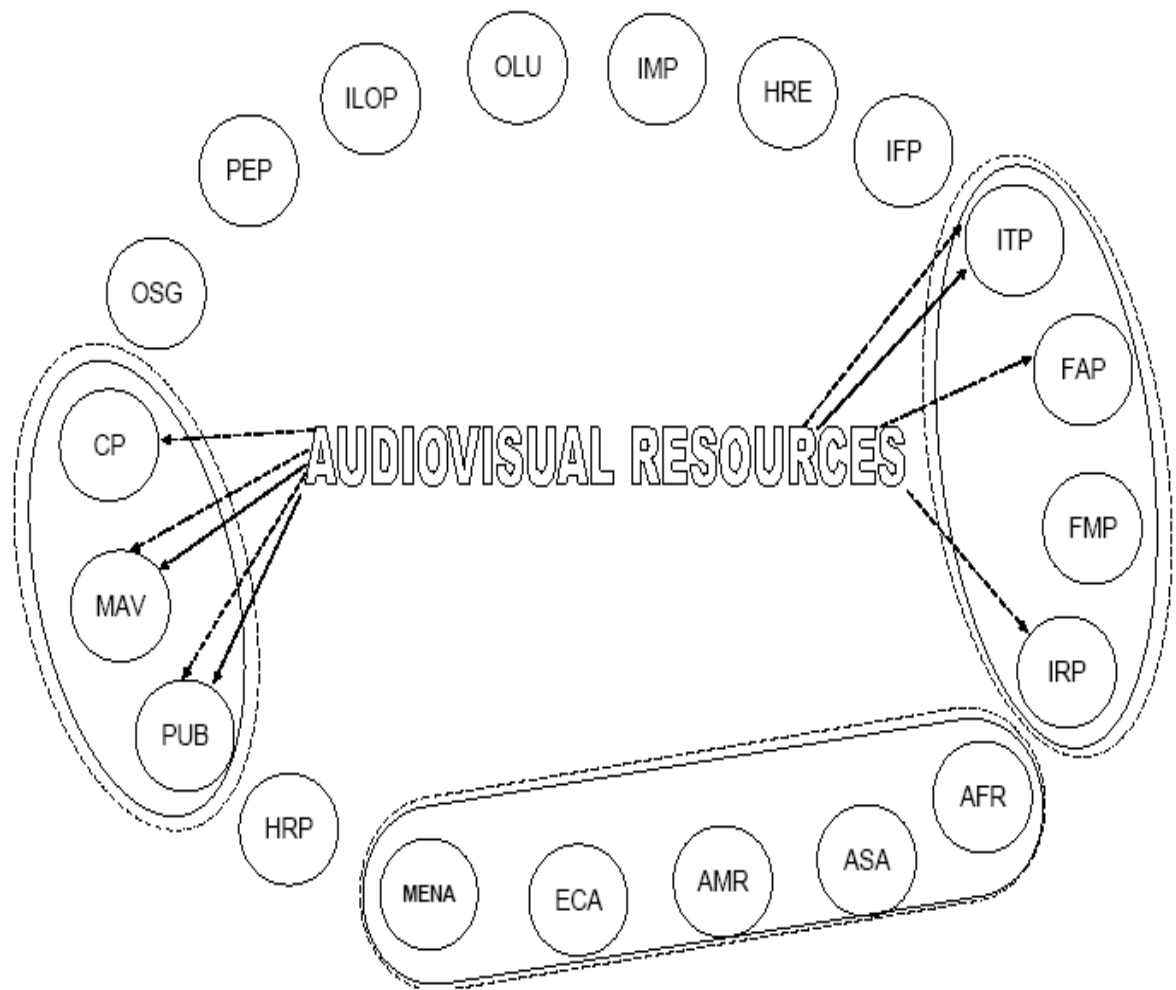


Figure 3: Communication Flow for Audiovisual Resources

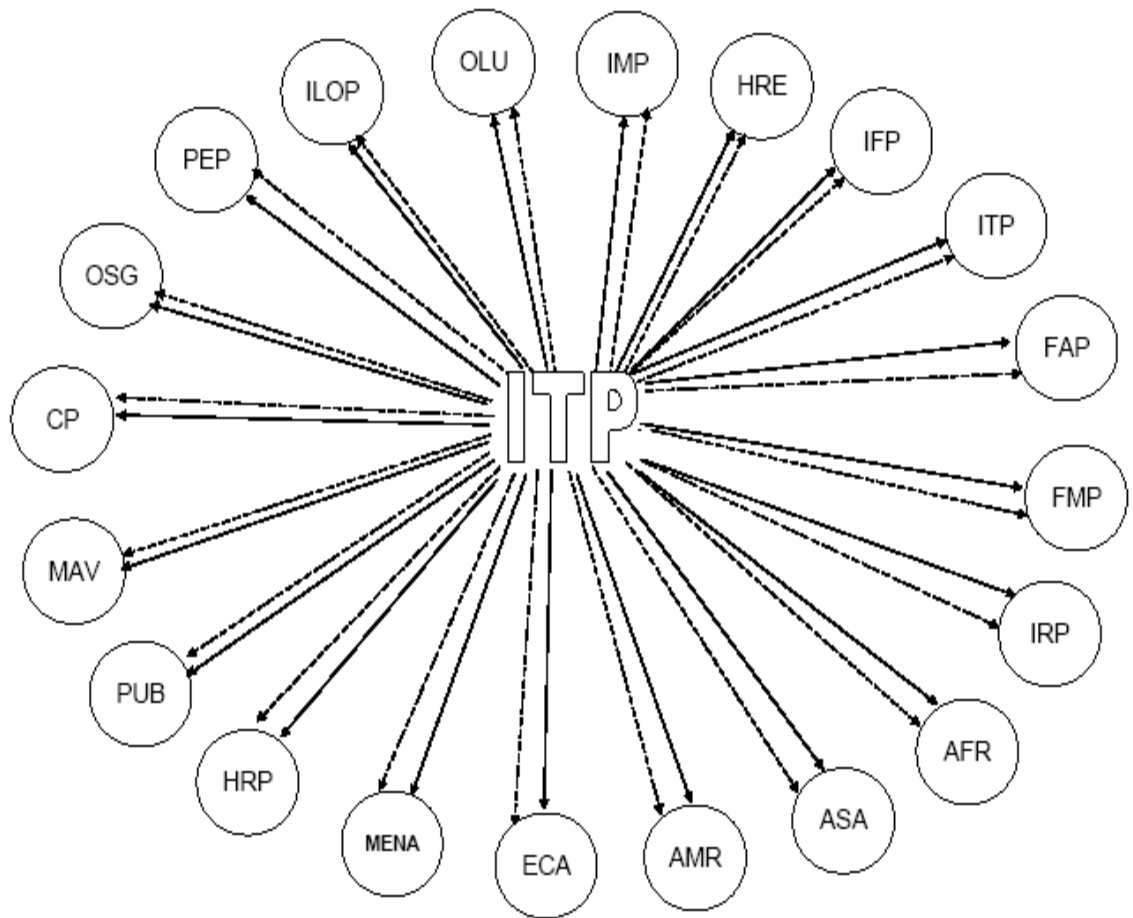


Figure 4: Communication flow for Information Technology Program

Other teams that are in constant contact with multiple teams on a daily bases are the Audiovisual Resource team and Information Technology Program (ITP). Audiovisual along with Media Audiovisual manage all of the audiovisual resources for the entire I.S. This includes such things as pictures, radio clips, movies, or television broadcastings, among many others. Researchers need visuals to strengthen their

documents, and campaigners need pictures and clips to catch the eye of their audience. This is why there is almost always two way communications between the teams and Audiovisual Resources.

When teams have problems with computers, networking or the intranet, they are in contact with the Information Technology Program to assist them. ITP is rarely the one to initiate the contact or communication. However, they do have communication with every single team on a daily basis.

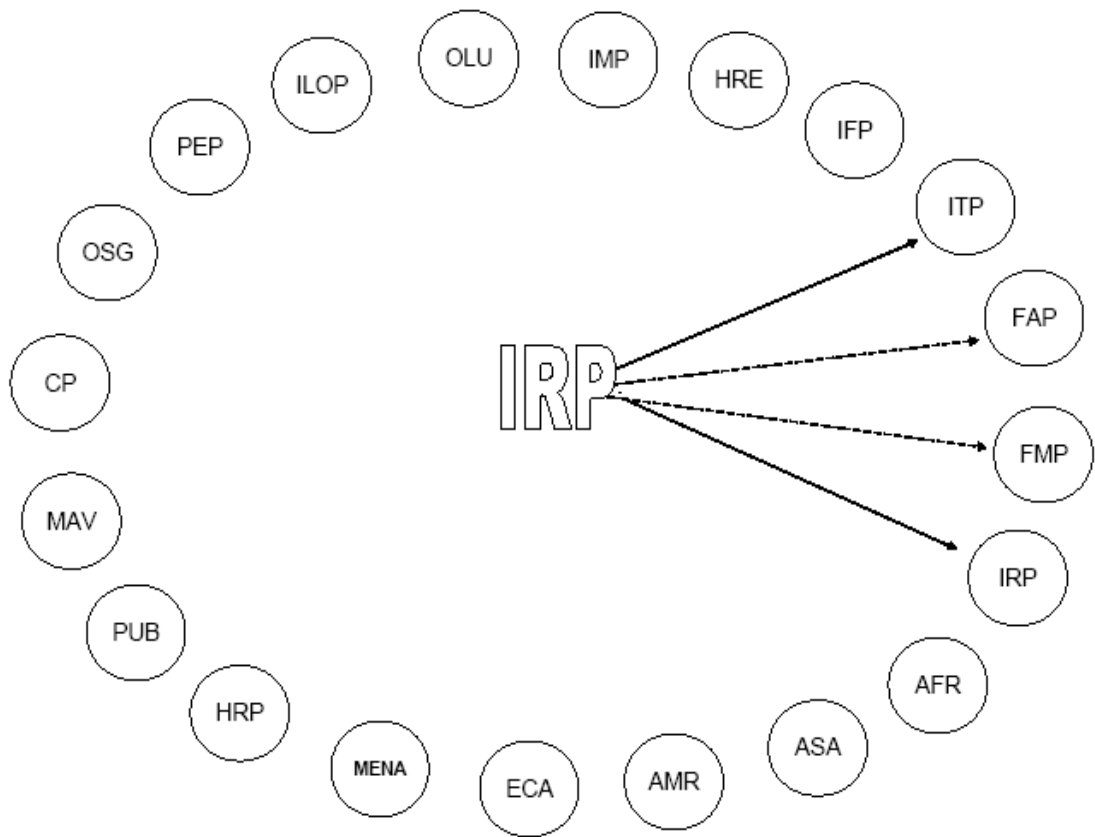


Figure 5: Communication flow for Information Resources Program

Figure 5 shows one-way communication or information flow for the Information Resource Program (IRP). This figure shows that the program has limited contact with other teams. However in other figures, such as those of the separate regional teams, Information Resources is almost always circled. This diagram best represents only the teams they personally contact, not the teams that are in contact with them. The teams which are in contact with IRP include Europe and Central Asia, and Asia and Pacific.

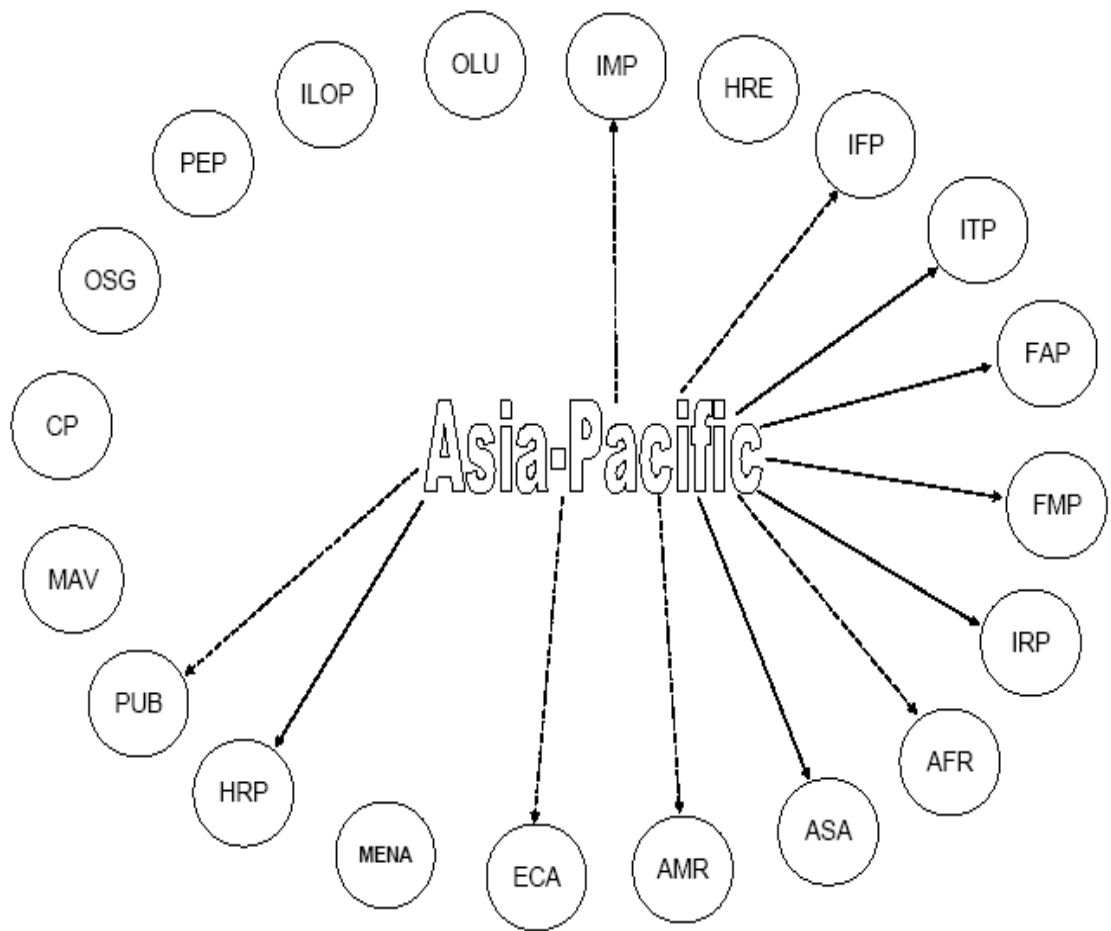


Figure 6: Communication flow for the Asia-Pacific regional team

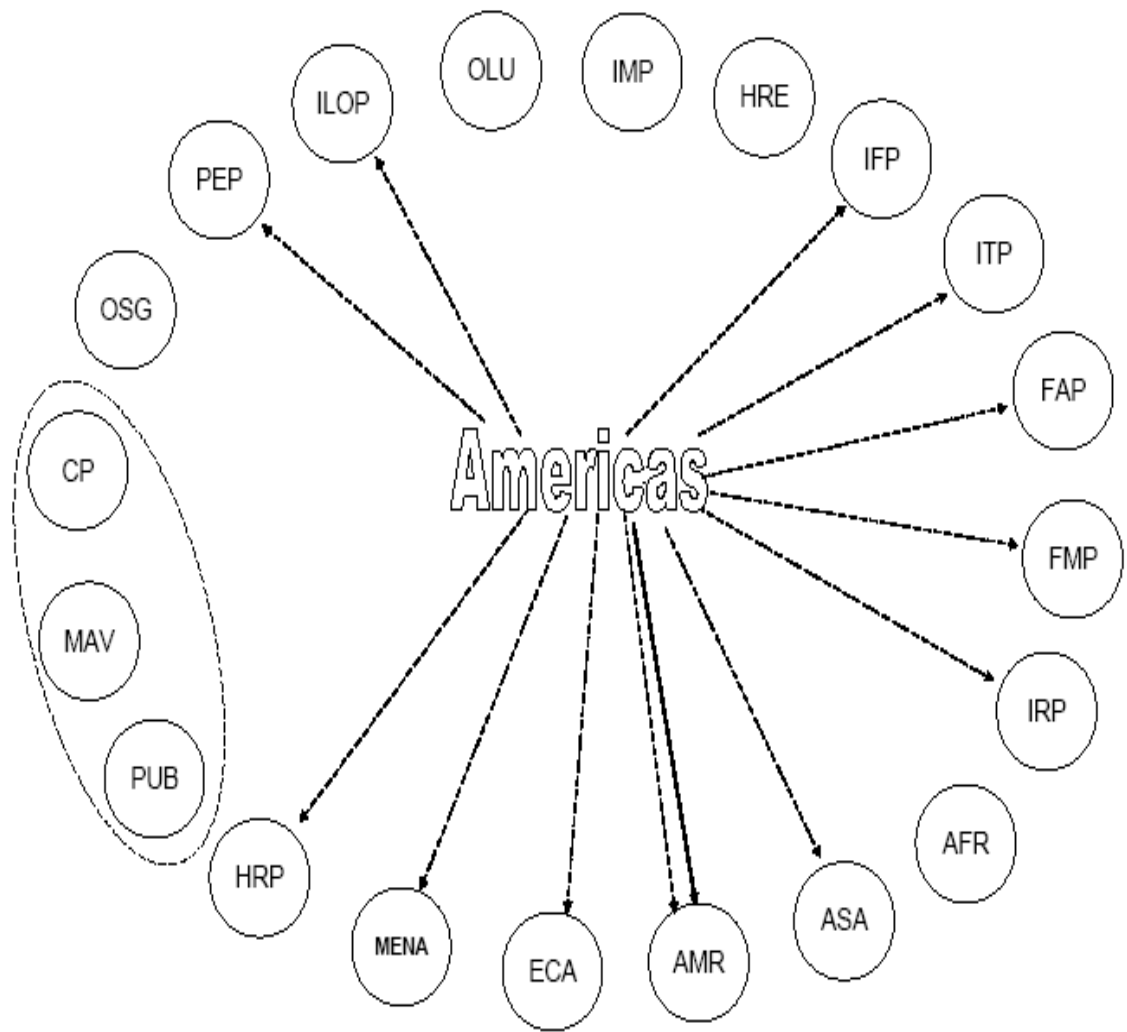


Figure 7: Communication flow for the Americas regional team

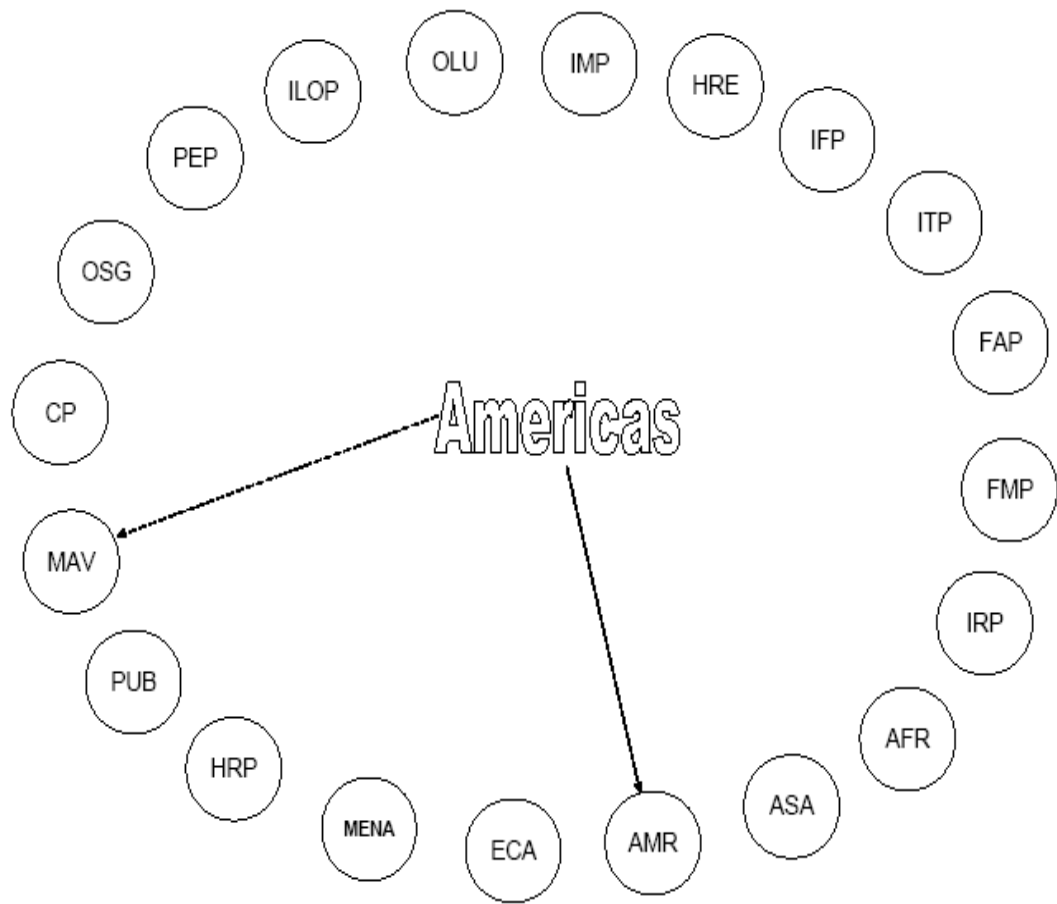


Figure 8: Communication flow for a Columbia researcher on the Americas regional team

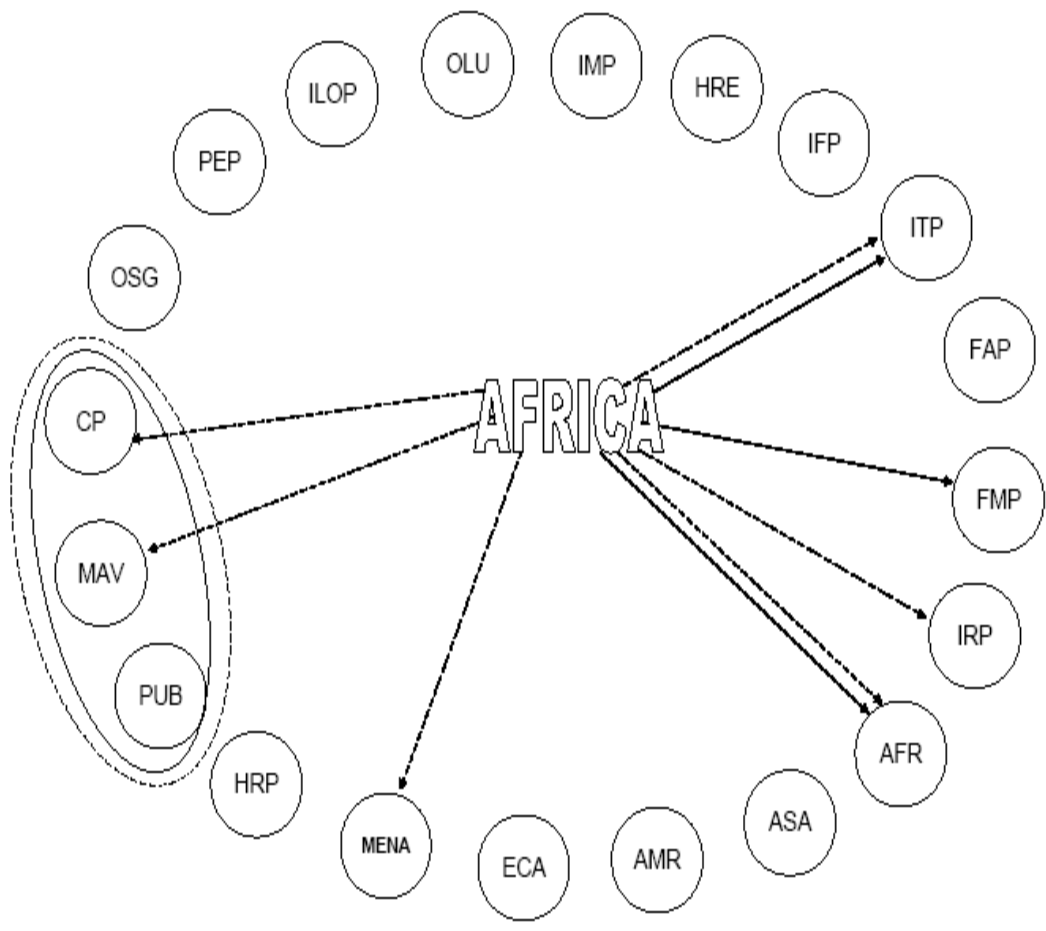


Figure 9: Communication flow for the Africa regional team

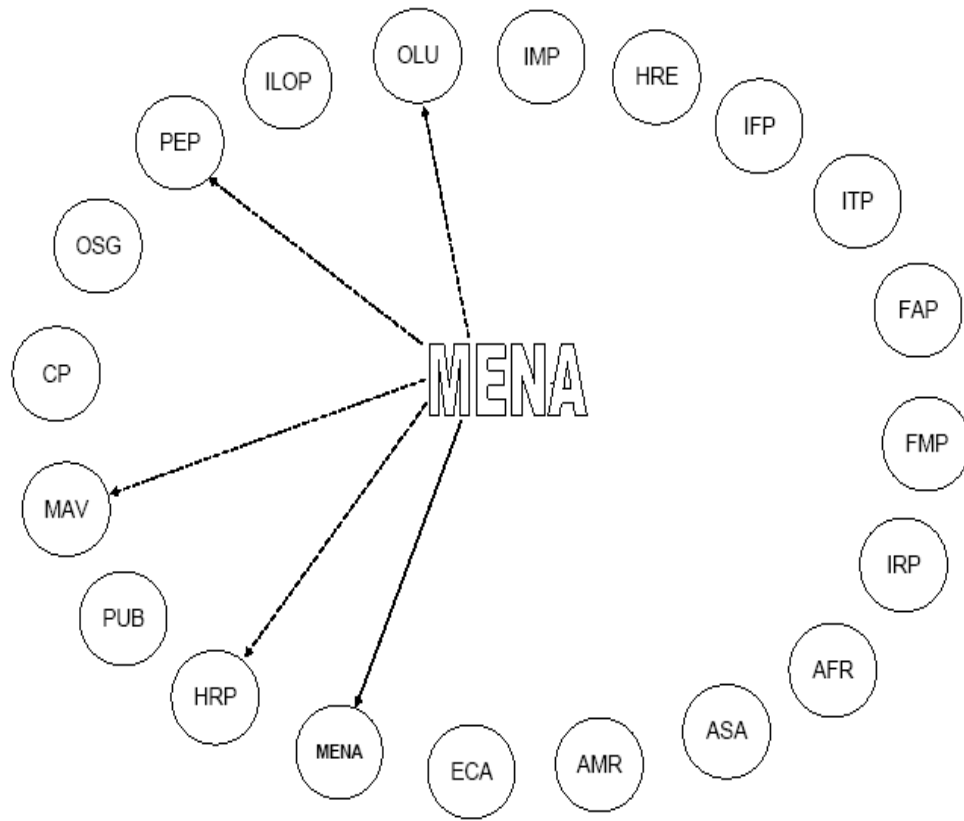


Figure 10: Communication flow for North African team, a part of the Middle East and North African regional team

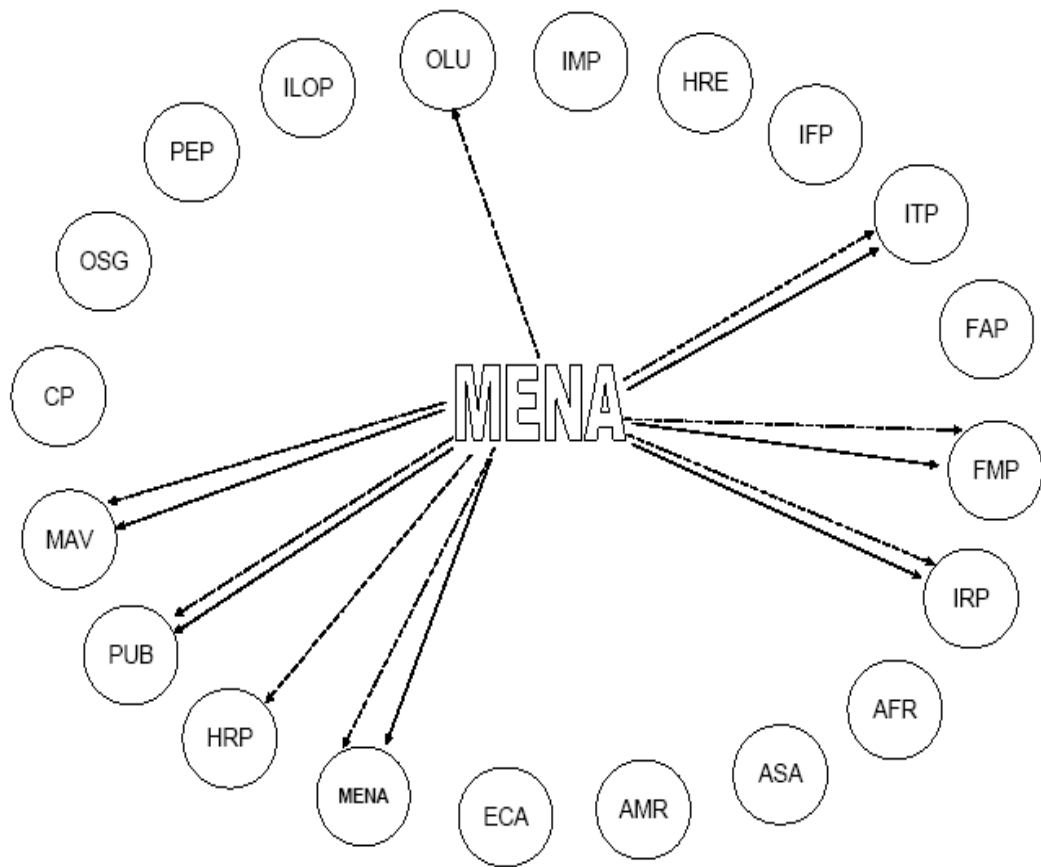


Figure 11: Communication flow for Middle East North Africa regional team

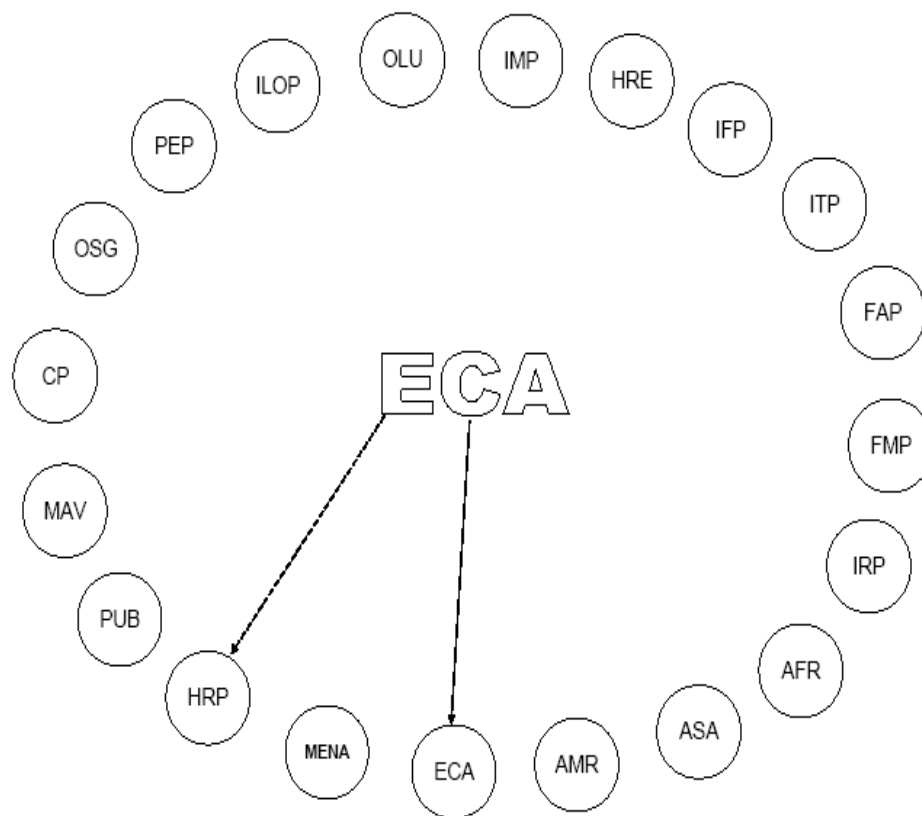


Figure 12: Communication flow for a researcher in the Europe regional team, within the Europe and Central Asia regional team

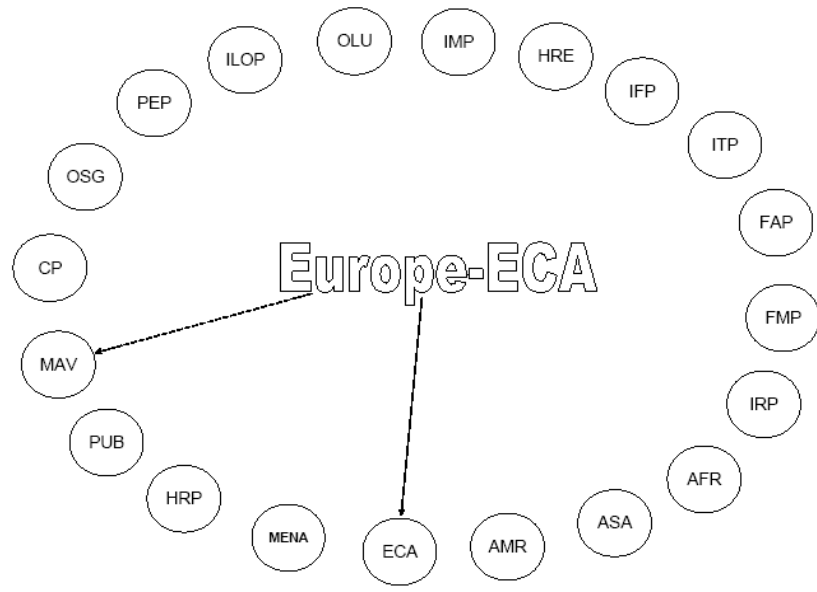


Figure 13: Communication flow for a researcher of the Europe team within the Europe and Central Asia regional team

Departments from Received Surveys												
	AFR	AMR	ASA	ECA	MENA	CP	AV	IRP	IFP	ILOP	OSG	ITP
Departments and Teams within the International Secretariat	AFR	X		X			X	X		X	X	X
	AMR		X	X			X	X		X	X	X
	ASA		X	X			X	X		X	X	X
	ECA		X	X	X		X	X		X	X	X
	MENA	X	X			X	X	X		X	X	X
	CP	X				X	X	X		X		X
	MAV	X	X	X	X	X		X				X
	PUB					X	X	X				X
	FAP		X	X				X	X	X		X
	FMP		X			X	X	X	X	X		X
	ITP	X	X	X		X	X	X				X
	IRP	X	X	X		X	X		X	X		X
	IFP		X	X						X		X
	ILOP		X	X		X	X			X	X	X
	PEP		X	X		X	X				X	X
	OLU			X		X	X					X
	OSG											X
	HRE			X						X		X
	HRP		X			X	X			X	X	X
	IMP			X			X					X
CC	X	X				X	X		X	X	X	
RES						X	X				X	

Table 1 Internal Weekly Communication

Departments from Received Surveys												
	AFR	AMR	ASA	ECA	MENA	CP	AV	IRP	IFP	ILOP	OSG	ITP
Departments within the International Secretariat	AFR	X					X		X		X	X
	AMR		X				X		X		X	X
	ASA			X			X		X		X	X
	ECA				X		X		X		X	X
	MENA					X	X		X		X	X
	CP						X	X	X		X	X
	MAV			X		X	X					X
	PUB					X	X				X	X
	FAP		X	X					X		X	X
	FMP	X		X		X					X	X
	ITP	X		X		X	X	X			X	X
	IRP			X		X			X			X
	IFP			X						X		X
	ILOP										X	
	PEP										X	X
	OLU											X
	OSG										X	X
	HRE											
	HRP			X						X		X
	IMP											X
CC	X						X		X		X	
RES							X		X		X	

Table 2 Internal Daily Communication

The above matrices explain internal communication within the I.S. Table 1 is communication between departments and teams on a daily basis. The x-axis contains the teams that completed a survey and the y-axis contains all the different teams. The yellow boxes indicate where there is communication and blue boxes are where there is a lack of communication. As you can see ITP and OSG are the two teams that communicate almost all the other programs within the I.S. The regional teams such as Europe and Central Asia have limited daily contact with other programs.

Table 2 represents the same patterns in communications except on a weekly basis. Although there is more communication and contact between all teams regional teams still communicate the least within the I.S.

The last trend that can be found in these figures is that of the regional teams. However there is quite a difference among several of these figures, within the same team. One example of this can be found in Figures 10 and 11. Figure 10 shows a lot of communication with different teams both on a daily and a weekly basis. However Figure 11 shows communication only within their specific teams.

This is also present in Figure 8 with the Americas regional team. When surveys were printed and handed out each employee was asked to give the name of the team/program they work for. However, their exact position within these teams was not asked for. This may account for the differences within each regional team and the communications patterns. A program director for MENA will talk with more teams than a researcher might. This is also true for that of a campaigner working in a specific regional team.

That is why within a team such as Figure 13 there is only contact within the regional team itself, and other figures such as 10 and 11 has a more wide spread communication pattern. The overall pattern found in interviews, and now shown in the surveys is that the researchers do not share their information and therefore communicate with other teams the least out of all employees and teams within the I.S.

After conducting the interviews and surveys it remained clear that communication between teams and/or different programs within the I.S. is not as strong as they should be. Meetings within teams or departments are not advertised well and invitations are not extended to other staff that might be interested.

Figure 14 represents the answers to the question “How often are you in contact with other programs/teams within the International Secretariat?” 62% answered they were in contact with other programs or teams daily, 21% answered they were in contact with other programs and teams monthly, and 17% answered they had weekly contact with other programs and teams. There are a high percentage of people who only keep in contact with other team/departments monthly.

Most of the daily communication was to ITP and Facilities Management Program (FMP) because of the necessity to upkeep the facilities. The communication within these departments does not promote the sharing of information because these teams are technical resources only. Daily communication from team to team was found to be rare, as shown in the pervious charts, for example figures 10 and 11, where a member of MENA is only in contact with ITP on a daily basis, and OSG and ITP on a weekly basis. There is no daily or weekly communication between MENA and another regional team, or campaigning.

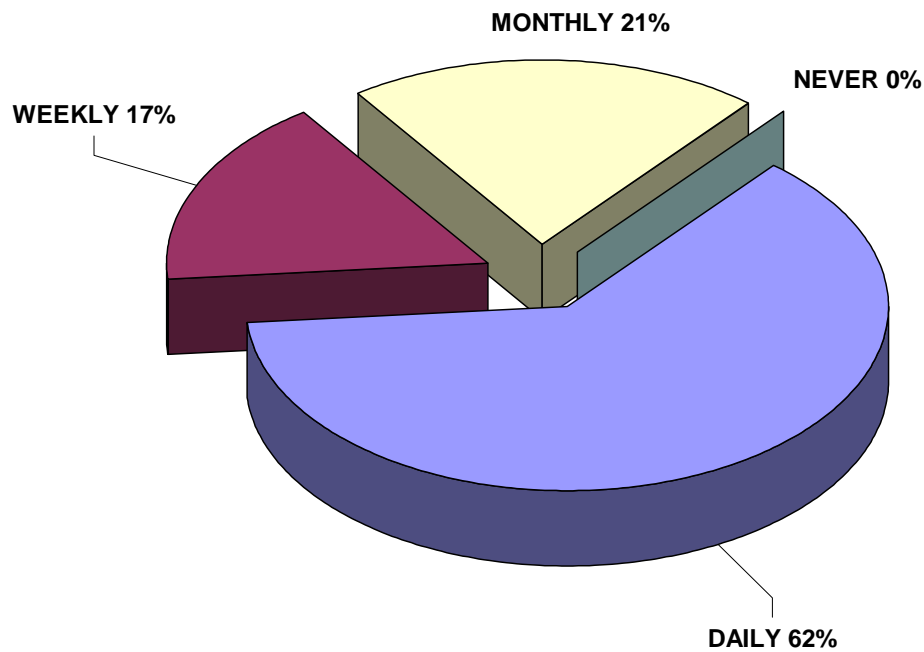


Figure 14: How often are you in contact with other teams and departments within the I.S. London?

Maps were produced to display communication and information flow both internally and externally. These models were used in the ultimate goal of mapping a utopian model of the International Secretariat.

4.1.1.1 E-Mail Use at the International Secretariat

In Figure 15, it is evident with 91% of responses that the form of communication most relied upon is e-mail. The difficulty with this, as many people stated in the surveys, is that they receive far too many emails per day. The amount of emails staff is receiving forces them to delete and skip many messages in their inbox, simply to get through all of them. Many commented in the surveys that they are very frustrated with email because they are rarely answered.

In Figure 16 it can be seen that 55% of the staff said email is the form of communication they prefer, 37% said personal contact, and 8% said the phone was most

preferable. Many people prefer email despite the frustration it causes, because other forms of communication, like the phone, are nearly impossible to utilize. There are also a large number of people who would prefer to communicate more often by personal contact. This is not very feasible however, due to the fact that most people are not in their offices or at their desks.

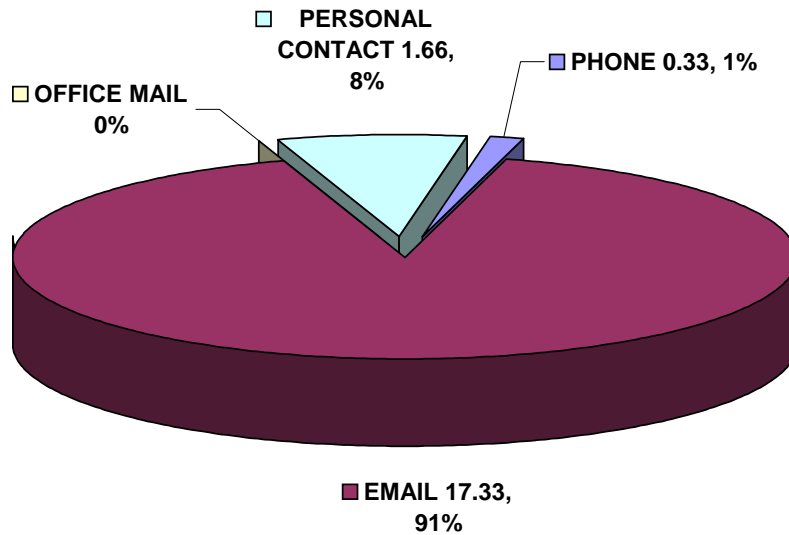


Figure 15: Which form of communication do you rely on the most at the I.S.?

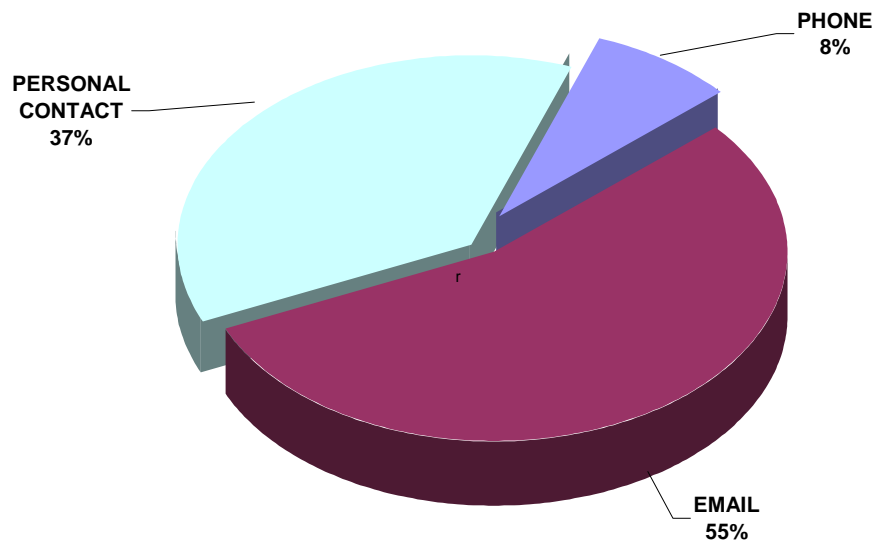


Figure 16: What form of communication do you prefer the most at the I.S?

4.1.2 From Information to Publication: Document Production at the International Secretariat

Document is one of the main purposes of the International Secretariat. Each position at the I.S. contributes to the production of documents in some way. This section discusses the production of documents at the I.S. and the processes it must go through before being distributed.

4.1.2.1 The Approval Process

The approval process at the International Secretariat is used to make sure that the material being distributed are valid and uphold the purpose and mission of Amnesty International. The process has primary principles that constitute the organization's basic standards for each document. First the document must be checked to ensure if it is accurate and should also reflect Amnesty International's goal to be impartial to political systems.

If documents do not go through an approval process the organization's validity would be in danger. This could not only lead to lack of membership and legal difficulties. In the process the researcher is not able to say whether or not his work is in the best interests of Amnesty International. The material could be illegally obtained or could be too old to be relevant. Management takes the time to make sure each document withholds the principles of the organization and if not they return it to the original researcher for reformatting. The approval process is a vital procedure occurring in the International Secretariat and without it the organization would lose credibility.

4.1.2.2 Document Production and Distribution

Documents production is another major issue for the International Secretariat as document production is one of the largest responsibilities of their office. There were several trends about document production that arose from the interviews. These included the audiences the documents were directed at, the content which was contained in documents, the length, and the ability of all those reading the documents to translate them effectively if needed.

There is a need to direct documents to the appropriate audience. Researchers produce complex documents in which many hours and hard work have been put into. Not only is it time consuming for these to be produced, but they are written in a format in which many people in the I.S. and other offices and sections do not have the time for. All documents produced at the I.S. are translated into the four core languages which are English, French, Spanish and Arabic. Translation of these complex documents then becomes tedious and even more time consuming. There are many areas throughout the world which do not have the technology to translate these documents or the capability to receive them.

The Annual Report, the main document contributed to by researchers at the I.S. each year, is not distributed by electronically. However, there are several of the same issues because of its size. When sent out to all audiences, there are some sections which do not have enough time or people to translate or even read the Annual Report. It can be

overwhelming, contain too much information and not be appropriate for all of the audiences that it is sent to. A possible simplified report of more frequent distribution of reports could solve this problem.

Possible reasons for this concern could be the hope to utilize the new goals of the Integrated Strategic Plan. Under Goal 10 in the I.S.P, which is “communicate effectively” there are four strategic objectives. These are:

- Commit to innovative and responsive communication
- Target internal as well as external audiences
- Strengthen global recognition of our international identity
- Prioritize cultural diversity

The second objective listed in the I.S.P states that Amnesty International will “target internal and external audiences” and will “empower the movement to take action by making widely available information on campaign initiatives, and communication training, tools and capabilities”(Integrated Strategic Plan, 2003). AI is currently expanding its audiences which now include people from all over the globe representing all age groups. They need to be able to accommodate these audiences by adapting their documents into a form appropriate for all to read.

4.1.2.3 Feedback Mechanisms

The next trend which resulted from the interviews was the lack of but need for feedback throughout the International Secretariat and Amnesty International. There are endless hours of work which go into documents, research and campaigning in this organization yet there are only a few ways in which it is all evaluated or measured. The idea of feedback mechanisms was brought to the group’s attention during the first interview. The interviewee stated the need for feedback mechanisms and a way to evaluate the work that is being done in the organization. Information and communication flow within the I.S. tends to be a one way flow but needs to be two way which would help with feedback and evaluation of information and knowledge. Questions which were posed to the group on this topic included “Where does the information go?” and most importantly, “How do we know?”

Another trend that was drawn from the interviews was a repetition of the overwhelming amounts of information being poured into the I.S. There is an abundance of information which is being brought to individuals each day. As seen from the interview notes there is no streamlining of this information, and there is a lack of proper organization used to support this information. It is evidently overwhelming the organization. The information flow throughout the I.S. is an urgent problem which has proven to be a concern of workers from a variety of departments.

The largest underlying purpose of the International Secretariat and Amnesty International as a whole is to effectively promote and put an end to the human rights violations which are occurring around the world daily. However, with no feedback about the organization, determining if the work of the work of the I.S and A.I has achieved its purpose remains unknown.

With the definition of human rights expanding, the actions being taken against these violations are becoming more aggressive. A structure is required which can provide feedback and eventually make changes to the process. Currently, as stated in an interview, the system of the I.S. does not support feedback. There is no emphasis on verifying that documents are received by the audience which reads the documents and reports. This issue which the I.S. is being forced to deal with is not only an internal problem but one which deals with the entire organization of Amnesty International.

4.1.3 Staff, Personnel and Morale

Figure 17 represents responses to the question “How many hours do you spend in meetings per day?” The results for this questions were: 19% were in meetings for between 0 and 1 hour daily, 43% were in meetings between 1 and 3 hours daily, 15% were in meetings between 3 and 4 hours daily, and 23% were in meetings over four hours daily . The lack of office and desk time is because many people spend a large portion of their day in meetings. On average employees spend over two hours per day in meetings. Only 19% of employees are on meetings one hour or less per day. This makes it very difficult to contact someone via phone or in person.

Despite the many meetings that occur are, very few of them are staff meetings. The lack of consistency with desk hours and added meeting hours makes communication a very difficult process, especially contact with someone outside of one's department.

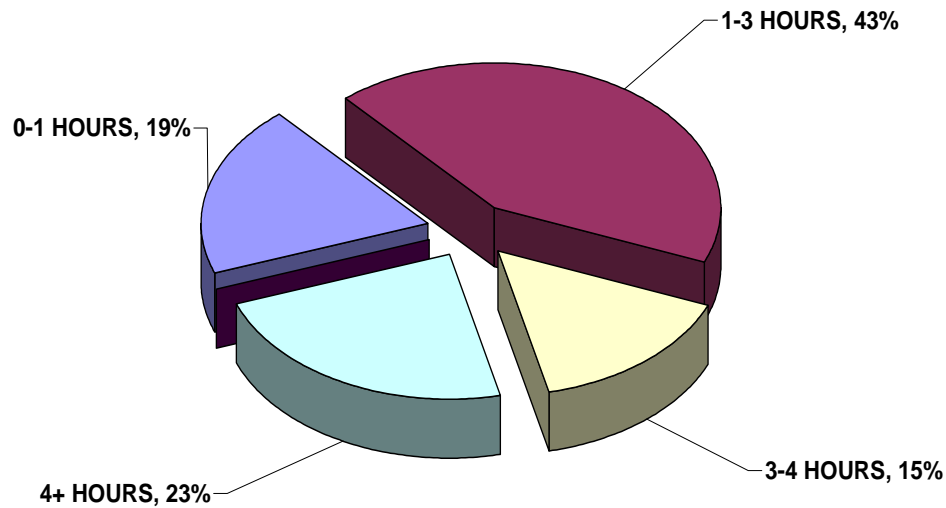


Figure 17: How many hours per day do you spend in meetings?

The trend of the individualistic nature of the International Secretariat is also addressed by the new Integrated Strategic Plan. From interview responses as well as personal observation, this ad-hoc approach in the organization is due to several issues. The first cause is the way in which the regional teams and research departments are organized. There is little communication within the different research teams, and very often this is the situation until reports are actually released. This lack of communication and interaction is a main cause of the individualistic working habits. Also, this issue relates to the culture of the International Secretariat. It can be seen from observations, that there are very specific ways in which employees have been taught to work, and little exception of change. Due to the intensity and often emotional connection which the staff

has with their work, it's very difficult to share information and chance losing the personal connection they have gained over the years.

At the I.S. every employee has very specialized knowledge which is not all being shared or communicated throughout the organization. This individualistic arrangement is a result of the set culture of the organization where the more information one possesses the more power that they feel. The change from individualistic work to a collaborative approach is a major goal in the organization.

Another trend which incorporated the individualistic style of the organization was the effects of the physical environment of the I.S on its workers. One senior staff member (who wished to remain anonymous), described the closed culture of the researchers. From the perspective of the researchers, it is often frustrating to work for months or years on human rights abuses, and then not to know what happens to their products. Researchers invest countless hours in their research but receive little to no peer recognition or acknowledgement.

After analyzing interview responses, it appears that another cause for this trend is the lack of incentive which is shown throughout the organization, mainly again, among the researchers and regional teams. These members of the I.S. spend several weeks each year in their given country and are responsible for acquiring material that will provide them with a base for research for the entire year. They put themselves in often dangerous and emotional experiences, return to the office and spend their days focused and determined to write a powerful report on the human rights violations they were exposed to. Yet, no where in the system is there real incentive for the researchers. This lack of incentive to do work is affecting the teams and the organization tremendously. It is adding to the non collaborative culture of work and since the researchers are the beginning of the communication and information flow at the I.S., their individualistic nature affects the rest of the organism.

Assessing outside the research and regional teams, the closed environment is seen throughout the organization. Much of this is due to the environment in which workers are exposed to every day as well as the chaotic situation in which the I.S has been experiencing for the past months with moving offices, desks, and even staff. More

analysis to the set up of the office and the working environment will be done in a later section.

4.1.4 Database Management and Information Technology

Lotus Notes is used as the general database for the I.S. It contains access to too many of the A.I. Documents as well as to the core database of A.I., AIDoc. Users can post messages and announcements on the all-users forum as well. There is information flowing through a flood of e-mails, announcements on the Intsec Forum (a common place on Lotus Notes to post announcements and links to documents and information) and by paper documents as well. However, like many other communication and database issues at the I.S., Lotus Notes has become overused, very complex, and is overflowing with information.

Figure 18 is a graphical representation of the answers to the question, “How useful is the intranet to you?” The corresponding percentages to that were: 23% does not use the intranet, 29% found the intranet not useful, 29% found the intranet somewhat useful, and 19% found the intranet very useful. A significantly high percentage of people (52%) found the intranet either not useful, or they do not use it. Comments that came from this question were related to the idea that the intranet was too complicated and time consuming.

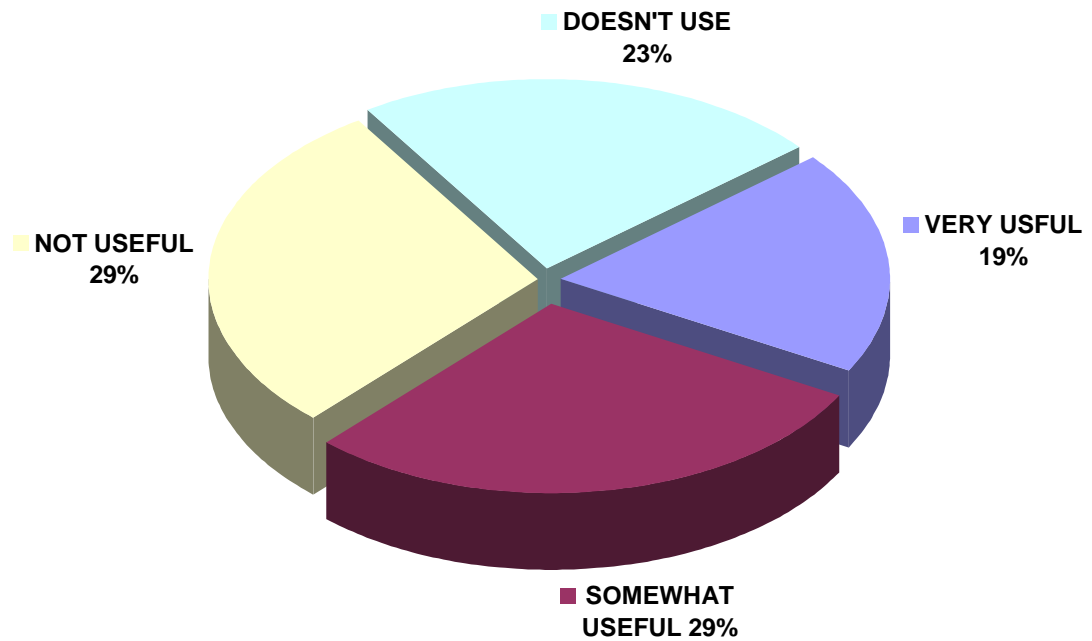


Figure 18: How useful do you find the intranet at the I.S.?

Several people also commented that it took far too long to seek out what information they were looking for. This dissatisfaction of the intranet within the International Secretariat displays a lack of a central database system agreed upon. The current intranet does not satisfy employees in that it is too complicated and time consuming, but creating and keeping track of their own database is also a very time consuming process. Documents are not stored or kept track of in the proper manner. This suggests that a new database system should be implemented, or the current one should be properly updated and explained through a training session.

There is clearly a need for improved database management at the International Secretariat. This is not only for internal improvement within the structure, but for external improvement as well. As they act towards a better organized, networked and modern organization, the need for this database management increases. From the interviews, several issues in relation to database management arose.

Because of the complexity and complications with Lotus Notes, as well as the individualistic culture of the organization, many staff branch away from using the central database and create their own specialized database. This leads to the increased decentralization of information and the continuation and not sharing knowledge or information. Often times, the more complex or high tech a system is, the worse the outcome. With the International Secretariat, a database system needs to be implemented to suit the needs of the users, promote collaboration and aid in the communication and organizational improvements throughout the I.S.

4.1.5 Organization and Structure

There are several major problems about the structure and organization of the I.S. which were discovered from the many interviews conducted. Since these interviews represented the 'Communication and Campaigns', 'Regional Programs', 'International Mobilization' and 'Resources', a lot of information was gained about the structure of the organization and the roles of each position. From this information there were resulting problems within this structure and its organization.

When talking to a representative from the Middle East and North Africa regional program, she talked about the relationship between the researchers and campaigners. Within this department, each researcher is assigned two to three campaigners that are responsible for that researcher's work. However, each campaigner has two to three different researchers to be campaigning for. This web of responsibilities causes chaos within this section of the organization. It creates a lack of focus for each campaigner due to the amount of information they are responsible for. It also creates pressure for the researchers to not confuse their campaigners and ensure they will be able to campaign with the correct information.

A major problem that was discovered with the structure of the I.S. was the lack of knowledge that each staff and personnel had about other positions in the organization. Because of this unfamiliarity with each other in the office, there is no way of adapting to other positions if needed. If one person is unavailable, it is extremely difficult for someone else to fill their position on short notice. With this weakness and lack of

knowledge, the system can and has failed. One example of this was provided the meeting with a regional team representative. She provided an example of an emergency situation which occurred at the I.S. in the past. A position needed to be taken over on very short notice but no one was able to fill it. There is no sharing of roles or knowledge of positions and because of this gap in the organization, the system failed.

It was stated during a few interviews and observed during the Knowledge Management Forum that meetings are not always conducted efficiently. Employees have stated that the agenda for a meeting is not always adhered to and topics are overlooked or were unable to be discussed due to time constraints. This poses a problem since employees are in meetings on average two or more hours a day, which lessens an employee's workday.

Under goal nine in the I.S.P, which states "Take effective action", one of the strategic objectives listed is "respond rapidly, flexibly and creatively to human rights crises" (Integrated Strategic Plan, 2003). Through this they will "reorganize internally as needed to respond to the crisis". This step shows a similar problem that they have recognized within the structure but need to act strategically and communicate effectively to prevent chaos in the organization.

4.1.6 Environment and Geography

The group reviewed the layout of the offices to help with the analysis of the I.S. The group found that the departments and teams of the I.S. are very scattered. Regional teams were not located near each other. For example, researchers in the Middle East and North Africa team must go outside and across the street, and up several flights of stairs to get to another regional area. ILOP and Stop Violence against Women, as well as PEP are located on the second floor, which could only be accessed by a back staircase due to the construction going on. This severely restricted the access global researchers had to the area. These restrictions also impeded other campaigners, which restricted the amount of information sharing that could take place.

MAV is located across the street, which is not accessible via the connecting bridge (that is only available for the second floor of the building across the street). It can only be accessed by going outside and crossing the street to the other building. This separates campaigners and MAV which should be working in close conjunction and constantly sharing information. As it is currently, OSG and EDSG has moved to a complete new building several streets over. Clearly this limits the amount of personal communication and information sharing which can occur.

Another area in which the I.S. is lacking is shared common space. There are several small common areas with no more than four chairs each; however there is no large common area in which a larger sized group could come together. There is also no cafeteria, or common eating area. There are several small kitchens, but these are generally used by the employees in the department of which the kitchen is located in.

In contrast to the environment at the I.S. was the geography of the Amnesty International UK office. Here, the working environment was completely different. The Amnesty International United Kingdom (AI UK) branch is the closest local section to the International Secretariat's London base. Currently finishing construction, the AI UK action center has an innovative layout of the offices, which promote personal communications with employees. To gain access to the stairs of another floor an employee would have to go through an open community area where employees sit and have meetings or lunch. Each individual office is also in an open area with straight lines of site between desks, not the standard cubicle set up. By forcing employees through such a public area and leaving individual offices open it becomes easier for them to communicate face to face with other employees rather than using emails.

4.2 External Communications between the I.S, Amnesty International and External Organizations

External Communication at the I.S. involves the contact with other A.I national sections around the world as well as other I.S. offices. This is done mainly through

phone calls and e-mail. The results which categorized under external communication are discussed in the following section.

4.2.1 Communication between the International Secretariat in London and other International Secretariat Offices

Figure 19 represents the answers to the survey question “How often are you in contact with other global offices/section?” The answers received for this question were: 12% were in contact with other global offices daily, 52% were in contact weekly, 24% were in contact monthly, and 12% were never in contact with other global offices. This displays a lack of communication between the global offices and the I.S. The teams that are never in contact with, or in monthly contact with global offices are either regional teams or ITP/IRP and OSG. The lack of consistent communication between global sections limits the amount of information sharing, especially for the regional teams.

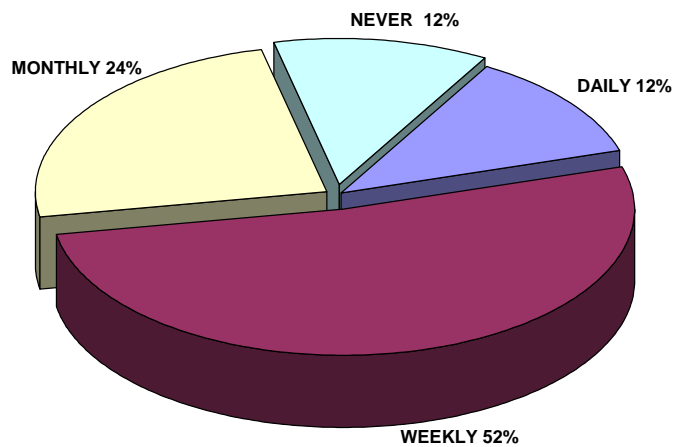


Figure 19: How often are you in contact with other I.S. offices and national sections?

The International Secretariat's office in Hong Kong consists of five staff. Kitty Ngam, an Administrative Officer said she receives information everyday, most of which is through email. She also sends information everyday to the I.S. in London. The biggest problem she found with the I.S. London and I.S. Hong Kong's relationship, in terms of communication, was the time difference. The language difference is only a slight problem, because most people speak English fairly well in the Hong Kong office. She found another problem was that the London I.S. takes too long to reply to emails. Questions that are sent to the I.S. London from the Hong Kong office, take much too long to answer.

The International Secretariat's office in Moscow, Russia consists of four full time employees and two part time employees. Maria, an Administrator, receives information everyday from the I.S. London. Most of this information is in the form of emails and mail. She also contacts the I.S. London daily with questions. Although there is enough two way communication between I.S. Moscow and I.S. London, she did find the time difference to be a big problem because they often times have urgent questions that need immediate answers, and when they try to call, there is nobody at the London I.S. office.

The International Secretariat located in Costa Rica does not have a large number of staff. Yanette Bautista, in the Thematic Reporting, said she receives emails everyday, and also receives magazines, weekly reports, and publications. She sends emails out daily to the I.S. London, consisting of material such as financial reports. Bautista also mentioned that while the information sent from the I.S. London to them was not too much, she would like to see more information sent to them in Spanish. Bautista stated "there is too much sent in English." She would like to see more on thematic issues sent in Spanish. Although they receive information on the Spanish speaking countries in Spanish, she would like to have information that is sent to them on the non-Spanish speaking countries to also be sent in Spanish. She would also like to have summaries of any reports, including anything having to do with the Stop Violence against Women campaign, cultural, social, economic rights, issues and discrimination issues. She would like to receive more updates from the International Secretariat as well.

The International Secretariat located in Paris, France has four full time employees, one part time employee, and two volunteers. Paulea Ridault, who works in campaigning, said she communicates with the I.S. London on a daily basis. Information is sent to her via daily emails, and mailings from the I.S. London. Ridault also said she sends information back to the I.S. London on a daily basis. Ridault had several frustrations with the London I.S., including that all communication must be done through email. If she tries to call the I.S. London, there is rarely anyone available to speak with, because it seems nobody is ever at their desks to answer phones. Another frustration Ridault found was that no one replies to her emails. This is particularly frustrating since, as mentioned earlier, no one is at their desks to answer a phone call. She also found frustration with the ITP department at the I.S. London because no one will answer her questions or requests for information. Another aspect of communication Ridault found confusing was the intended destination of sent information. She often times does not know if information was meant for her I.S. office, or the French A.I. section, or if she is supposed to send information to the French A.I. section or back to the I.S. London. The I.S. London is not clear about this information.

The common trend that was found for these I.S. offices was the language barrier and time zone differences. Time difference was a problem for the I.S. offices in Costa Rica, Moscow, and Hong Kong, because of the significant different in time zones, as opposed to the I.S. office in Paris. The time difference causes problems when there is need for urgent contact. Another problem with all of the I.S. offices was the lack of responses to emails and inquires to the I.S. London. All of the offices said they receive information daily, and although it is a large amount, it is manageable. The problem with communication is that the I.S. offices cannot contact the I.S. London about any of the information they receive. Their emails are not answered in a timely manner whatsoever, and when other I.S. offices attempt to call the I.S. London phone calls are very rarely answered or returned. Another point of frustration for the I.S. offices regarding communication with the I.S. London, was the lack of clarity the I.S. London has regarding documents they send to the other global I.S. offices. Offices may receive many documents and not know what they are meant for or if they are at their correct destination. There is confusion regarding sending and receiving documents from the I.S.

London. Another problematic area for all of the I.S. offices was the lack of translated documents. Because not everyone at the offices is comfortable with English, a document must be translated when received. Although some documents are translated for the I.S. Offices by the I.S. London, many of them are not, and translating was said to be a very time consuming process for the I.S. offices, especially since they consist of no more than four staff.

4.2.1.2 Visually Demonstrating the Communications between I.S. Offices.

Microsoft Visio was another method of mapping out a two dimensional version of the communication between the I.S. in London and other I.S. offices besides Microsoft Word. This program is a two dimensional visual mapping software which is part of the Microsoft Office package. Using this, the group first concentrated on communication flow and plotted other I.S. offices in a geographical sense. From that, the distance from the London office and other I.S. global offices could be seen. The dashed lines represent communication between the offices. The arrows represent the direction in which the communication flows. For all of the I.S. offices the group interviewed, the communication was two way. The flags on the diagram represent the I.S. offices and the size of the flags represents the I.S. offices relative size. The clocks on the map represent the time difference of the I.S. office relative to the I.S. London. The larger the clock, the larger the time difference between the office and the I.S. London (Figure Five, Appendix G).

Two figures were also created to aid in a visual representation of the information flow from researchers and grass root activist through the I.S and back down to local sections. These figures were created in word and one presents how information is currently being passed along (Figure Six, Appendix G) while the other (Figure Seven, Appendix G) shows how the information one day might flow into a large easy to gather pool.

In Figures six and seven the green boxes along the left hand side represents researchers and grass root activists. The yellow star in the upper middle of the page is

supposed to be the International secretariat as a whole. The green lines connecting the researchers and the I.S. are shown in different widths because different amounts of information are being sent to them from different sources around the world. The collective circles within the yellow I.S. star represent each team and program. As you can see info is passed down a chain of circles and down the entire paper designated by the large blue silo. All information gained from I.S. and passed along to the national sections (red triangles). The lines representing this flow of information are all the same size because no matter how large or small the triangle, or in this case the national section, the same amount of documents get sent on a regular basis. The last column of shapes shows local groups or sections of A.I. as purple circles.. This again shows different widths in information lines showing that from each section more or less information is sent depending on its size and location.

The second figure, Figure Seven in Appendix G shows one large blue circle. This circle represents the silo of information represented in the last figure. Now all sections and researchers are placed within the middle and information unified and common for all in sections despite size or location.

4.2.2 Communication between the International Secretariat in London and National Sections of Amnesty International

Being so close in location to the I.S., the A.I. UK branch has benefits that other offices do not have. Being in such close proximity to the London based I.S., employees from AI UK are in the same time zone so they do not have to coordinate with a time difference, they are able to physically go to the I.S. if need be, and the employees can easily have personal contact with the I.S. employees.

After interviewing Mike Blakemore from the Media department in the A.I. U.K. branch a few facts about how all communications between local sections and the I.S. were found. From what Mike Blakemore said the International Secretariat sends out information to all the local sections. With this each section adapts the information to their needs and country. The information is made relevant to situations and plans the local branch has and then distributed to the public.

The A.I. section in Ireland sends updates to the I.S. London two to three times yearly, and receives daily information on campaigning issues. The primary form of communication for the Ireland section is email. Lina Nykaen, an employee in campaigns, found difficulty in contacting some teams in the I.S., and said she does not receive replies to her inquiries from these teams. An area of frustration Nykaen found with the communication flow was the length of time it took to receive information and reports from the I.S. London. She found the reports and information are not sent in a timely manner, and that she does not receive enough updates from the I.S. London.

Dolores Soto, a volunteer at the A.I. section in Mexico, said they have a good relationship with the I.S. London, and their primary source of contact is through email. She said that there is good amount of information received by the section, and it was neither too little, or overwhelming.

Tony Coverton, an office manager in the administration department at the USA D.C. section, said there was substantial contact between the section and the I.S. office. They receive mailing weekly from the I.S. London, and send out weekly mailings back to the I.S. London. Coverton stated that the sections' primary form of communication to the I.S. London was email. He expressed frustration with the time difference between his section and the I.S. London.

The director of the A.I. section in Greece, Gerasimnos Kouvaras, said that his section communicates with the I.S. London on a daily basis, mostly through email. He also said that when information is sent back to the I.S. London, it is in the form of email, mail, or fax. The Greek section sends information to the I.S. London on almost a weekly basis and has five permanent staff and twenty six volunteers. Kouvaras stated that the I.S. London was close and very supportive of his section. He did, however, say that he had frustrations with the language difference. Nothing is sent to his sections in Greek, and everything must be translated, and this is sometimes a problem for them.

The Taiwan A.I. section has two staff members. Joyce, an administrator said she receives information daily, and news weekly from the I.S. London. In terms of the amount of information Taiwan receives, Joyce stated "they do their best" to manage it. She said she only sends information to the I.S. London if it is necessary. Joyce

encounters problems when the I.S. tries to contact them because of the time difference. The language difference is often a problem as well.

Rachael Ozoemeno, the acting director at the A.I. South Africa section said the section receives information on a daily and weekly basis, mostly in the form of weekly mailings. The primary form of contact is email. The South Africa section almost never sends out information to the I.S. London, except when they have relevant information to send. Ozoemeno said that there is far too much information coming in from the I.S. London. There is an overload of documents said Ozoemeno, "I would rather deal with a paper overload than not have the information that we need." The frustrations Ozoemeno had with the I.S. London were that the timing of documents sent to them. She felt information is not sent in a timely manner to them.

The Senegal section consists of six employees, and several volunteers. The section director, Seydi Gassama, said the employees receive approximately one hundred emails per day from the I.S. London and Paris. Their primary way to communicate to the I.S. London is email, phone and fax. Gassama stated that they send information back to the I.S. London daily, and that they "try to send feedback." Gassama also said that the language difference was a large problem for them. Most information sent to the Senegal section from the I.S. London is in English, and not all of the staff is comfortable with English, so many documents must be translated. Only certain documents sent from the I.S. London is translated for them. However emails and newsletters are not translated for them. Gassama also found frustration with the time in which it takes to receive information like a press release. He said, by the time he receives the press release, it is three to four later, and is too late.

The Netherlands A.I. section is composed of 230 people, approximately two thirds of which are volunteers. Chris Broat, an administrator said that he receives about one CC-email per month, and that any information he wants must first be asked for. Broat stated that he has almost no contact with the I.S. London, except for his one contact there, Heather. He found frustration with the I.S. London in that they do not send enough information in urgent actions, and do not send closure letters to them. Broat stated "99.9% of the time no information is sent without my asking."

The A.I. section in Turkey has two employees. Emek Eren, an office coordinator, said they receive information daily from the I.S. London, most of which is sent through email. They occasionally send reports to the I.S. London. One of the problems the staff in the Turkey section has in terms of communication with the I.S. London is the language difference. The language difference is a large problem for them, and the I.S. London does not translate anything for the section before sending it.

The A.I. section in Germany is composed of fifty five staff. Usanne Aumann said they receive information daily from the I.S. London, and send information to the I.S. London weekly. All of this information is sent through email. She found no problem with the language difference. Her frustrations with the I.S. London were that they were very difficult to reach because people are rarely at their desks. She also said she does not receive responses from emails, and if she does receive a response, it is very late.

A common frustration with the A.I. sections was the language difference. Most felt that the I.S. does not translate enough documents for them. Translating the documents once they receive them is a very time consuming process, especially since there is little staffing in most of the sections. Documents are often times not sent quickly enough to be effective for these sections. The time difference is one cause of this, since many sections are not available to communicate with during the same times that the I.S. London is. Most of the sections found that their emails were not answered, and if they were it was not in a timely manner. Press releases are sent days late, and then become ineffective for the section that receives them. The Netherlands has very little communication with the I.S. London, even with their large staff.

5.0 Recommendations

After a thorough analysis of the results and observations, this section provides an explanation of the recommendations that the group is making to the I.S. The recommendations are divided into five categories which are communication, document management, spatial organization, improving staff morale and work culture, and structure of meetings.

5.1 Internal Communication

The largest problem the group saw was a lack of feedback from other departments when teams sent out information. Employees are so burdened with work and e-mails that they rarely reply to most of them. The surveys showed that 91% of the employees that handed in the survey rely on email as their primary source of communication. A possible recommendation for this problem would be to have an Administrator have control of any of the emails sent out with the 'all-users' alias. This would reduce the amount of irrelevant emails that everyone would be receiving. The Administrator would be able to first view the email before it was sent out to make sure that it is appropriate to send out to all users. Employees would then be able to spend less time sorting through unnecessary emails.

Only 19% of employees at the I.S. found the current intranet system very useful. Others commented that it was too difficult to use, or too time consuming to search for their relevant documents. The group recommends that a more up to date, user friendly database be put in place. A new database will need to be promoted in a way so the employees feel confident in using the database and not feel the need to create their own. If a training session were implemented for the database, it would help more employees become more comfortable with the database. From the interview notes it became apparent that employees often create their own databases just so they can personalize the information and not have to look through the general database.

Such a database could have the information already in the right format for quick updating of Amnesty International's website. This improvement will help the organization be prepared for urgent actions and potentially allow the I.S. to become proactive rather than reactive when it comes to human right's violations. The database will also help maintain Amnesty International's current website. With the website constantly kept up to date with world events and current actions being performed by A.I. members and non-members alike will become more knowledgeable of human rights violations.

5.2 External Communication

One problem affecting the organization is the limited amount of feedback from the global I.S. offices and other sections of A.I. During the conducted interviews, interviewees said that they rarely or never receive any feedback about the information they send out. When the International Secretariat sends a report or document to an A.I. section they do not know if it was received, accepted, useful or ever read. Sections do not give feedback to the I.S. saying whether or not the information was well received in the format it was given. A.I sections rarely say whether or not the information was well received by the members and therefore the I.S. cannot adapt well enough to promote their message in the most effective way.

There are a series of recommendations the group has for this area. After each release of information to the sections, the I.S. should send a short response stating simply how the information was received and utilized and offer advice on future formatting of information. If this is too time consuming, monthly feedback stating the effectiveness of current reports should be sent. By constantly updating how to promote awareness of human rights violations in each area the organization can become more flexible and have greater impact on the public. With better two way communications between the International Secretariat and the rest of Amnesty International the organization as a whole can grow.

Along with receiving information abroad the International Secretariat could hasten the process between research and campaigning by providing researchers in the field with a universal way to communicate with the I.S. Instead of researchers returning from a mission to compose one main final report, it may be beneficial for the researcher to send information in installments. By having a unified way for researchers on missions to send recent updates of their reports to the International Secretariat the organization will be quicker to respond to pressing issues and lighten the amount of time it takes to compile one cumulative report. If an urgent action is in place in the International Secretariat then it would be better to receive installments of information rather than waiting until the researcher returned to write one large report.

After interviewing Mike Blakemore from A.I. UK it was discovered that each local section is supposed to have access to AIDoc. A.I. is attempting to unify the local sections by having them all rely on one database system which is a step towards improved communication between sections and the I.S. However, some local sections are not as privileged as others. A.I. UK has the benefit of having such close proximity to the London based I.S. site, but other smaller sections do not have the same resources as A.I. UK. The I.S. should attempt to universalize the communications from each local section. Such unified communications would guarantee that each local section has important documents.

5.3 Document Management – The Annual Report

There are many recommendations that could be made for the Annual Report. The problems with this document include its size, its timeliness and its complexity. For this, the group recommends several options which include a reformatting and more frequent distribution of information.

The Annual Report is the main product produced by the International Secretariat. Because of the culture of the organization and the importance of the document, it is understood that this report can not be completely altered. However, there are a few options that could be taken into consideration. First, the Annual Report needs to be more

user friendly and appealing to all audiences. The document is too large to be handled at sections where there are minimal technological capabilities. It is also very time consuming to be translated in other countries when they receive the report. If it was a more succinct and appealing document there would be an increased chance that a larger percentage of the audience reading the document will actually read and retain the information. Possible options for this problem are to send out summaries along with the reports or provide summaries of the upcoming information throughout the year.

The other main problem with this report is how frequently it is distributed and how updated the information is contained in the document. Because of the research process at the I.S and the length of time it takes for researchers to produce their documents, the Annual Report is only produced once per year. This leads to the possibility of the information contained in the report to be over one year old. There could be updates of the report sent out each month or quarterly to inform the other sections and members of the current progress to human rights campaigns and reports. Updates could be done through e-mail communication or even newsletters sent to the different sections. This would allow for more current information to be flowed throughout the system.

5.4 Improving Staffing Morale and Work Culture

With any well established organization established there are certain social and work patterns that evolve to promote efficiency and those habits that stay. Within the I.S. there are many things that have not been changed due to culture and years of routine. Change can often be time consuming and expensive as well as not openly welcomed by the staff. By observing the work culture and attitude of most of the staff it is obvious that the I.S. is an organization that is resistant to change. Suggesting small steps for improvements can lead to benefits throughout the organization.

Limited contact with other teams and the organization as a whole has caused individual work environments instead of a centralized community working part by part for the better of the whole. Large common areas and cafeterias will promote

communication at work and to build the organization as a whole. Offering weekend, summer or holiday functions might be beneficial. Large summer BBQ's or winter wine parties might facilitate conversation between staff members not in communication on a regular basis.

Although there are updated directories for extensions and names of personnel working within the International Secretariat, it would be beneficial to add more information within this document. Such information could include e-mail address, positions and location within buildings. With this small but helpful information readily accessible it would promote personal contact and reduce confusion.

The group also recommends a glossary of all terms used within the International Secretariat to be produced. Currently there is a list containing all the acronyms used. Adding definitions of commonly used words and detailed descriptions of titles and positions held would help produce a common language understood by all. An example of how easy it is to get confused with terminology is when a monthly meeting was called to discuss appointing a project manager for implementing a new system. During the course of an hour, several executives remained confused and interchanged different terms for this one position.

Another recommendation our group strongly suggests is investing in ergonomic equipment for all desks and computers. With long hours spent researching and typing at a computer health risks such as carpal tunnel have a large possibility of arising. By using ergonomic keyboards and chairs the I.S. is preventing injury and increasing comfort to their employees. The upfront costs of making these changes will be one that has endless long-term benefits.

As for the atmosphere of the community, employees stand the chance of becoming sick due to a lot of overtime hours and stress. Because of these possible health risks it would be beneficial to have a therapist available to the employees, especially after just returning from a mission.

One of the risks to ones health is the amount of hours spent in over time work. This is not healthy and does not promote efficient work. Long hours everyday lessens the amount of energy one is able to put into their work. Long hours also increase the chance for a health issue related to stress and exhaustion. By lowering the amount of overtime

employees can get more rest and return to work revitalized and able to continue their normal work pace.

5.5 Spatial Organization

With regards to communication, the environment in which employees of a large organization work is very important. Common areas promote talking and discussion between peoples and groups otherwise unaffiliated with each other. This communication between these groups can promote sharing of otherwise unshared information. Though this seems like a small effect on the communication through the International Secretariat as a whole, it is in fact much more effective than one would think.

The promotion of this type of communication can be done through more commonly shared areas, as well as more organized functions. There are kitchens on each of the floors, but these seem to separate program from program. Each team or program has their own kitchen, which helps build relationships within the team, but the rest of the organization is left out when there is no representative from other teams in the kitchen. If there were a larger setting such as a cafeteria, it would attract people from all teams and departments to a common area. Learning information from such an atmosphere strengthens the communication flow. Having more employee gatherings would be very effective in sharing information.

Currently, there are few regular staff meetings, which many interviewed found very effective. Comments have been made that staff meetings were the only way in which people could find out what was happening outside of their team. Once people begin sharing their information outside of their team, then repetition of information will be decrease and effective information sharing will take place.

If a luncheon is unable to be created then there are other ways to improve the current conditions of the I.S. office that can promote more social gatherings. The common room on each floor is a popular place for employees to gather and eat a meal together during their breaks. The way the common rooms are arranged now, however,

does not support this idea. There are only four chairs in each common area and the tables are so small that having multiple people eating at it would be impossible.

Another non-technical aspect to fixing this problem would be to create floor plans that promoted personal contact with employees. The current state of the I.S. is in constant flux. The employees are distributed into multiple buildings due to the renovations. It is recommended that once the renovations are completed the Facilities Management team arranged the offices such that teams requiring constant communication with each other are placed in close proximity. By rearranging the offices employees have the ability to just step away from their desk and engage in conversations rather than emails. This way the email traffic will be reduced and teams will eventually have to lose the “ad hoc” culture and become more open with both knowledge and information.

The current building layout has out of date desk locations and no name tags on the doors. When asking employees where other employees are situated they either did not know where the specific person is located or they pointed where the team was located. Although there is a high turnover rate in the I.S. a clear office layout and nametags on the doors would help employees know where to go if they need to have personal contact.

A cost effective way to reduce the confusion of where certain teams are located in a building and what events are going on during the day would be to place a bulletin board where a majority of the staff have to pass each day. Such a bulletin board could include a master schedule of events or meetings for the day, list social events taking place, where people are located and also have general announcements. By having a list of where teams are located, employees searching for a particular desk won't spend a lot of time trying to navigate the changing environment. Instead of spamming the all-users directory with email a general announcement to all could be placed on this board and quickly read as staff walk to their desk. There could have a volunteer in charge of updating this bulletin daily.

5.5 Organization and Structure of Meetings

The next recommendation for the International Secretariat is to have more structured meetings. Many employees are in meetings for four or more hours a day. The problems with these meetings are that topics are often covered in an inefficient manner or the agenda for the meeting is not completed by the end. This causes a build up of uncovered information and the creation of more meetings. There is also a lack of representation from some of the teams at these meetings. For example, during the recent Knowledge Management Forum (KMF) held in the International Secretariat there was no representative from the Regions program. However, at the KMF, one of the main issues discussed was the enterprise content management strategy which addresses many of the issues faced by the members of the research teams. This lack of representation limits how effective a meeting can be.

By restructuring how meetings are held and/or having a regularly scheduled staff meeting, many concerns of the organization can be solved. By restructuring the meeting procedure or requirements, the time it takes to conduct a meeting can be lessened, allowing for more free time for the employee. The benefits of staff meetings are that the organization can be kept informed and up to date on all matters. Also a staff meeting could reduce the number of smaller meetings held within departments, which could benefit the entire organization by hearing the information presented to them. Having a representative from each team and program present during these meetings increases the chances of having needed information being distributed to the right people.

If meetings are going to run smoothly and on time there should be a facilitator in each one. The role of the facilitator would be to make sure that each topic that is supposed to be addressed is and leave enough time for general comments. This role is a difficult one and not something every employee can do well, therefore it may be helpful if the International Secretariat gave facilitator training courses. Receiving training on how to communicate and facilitate could raise public awareness that there are better ways of communication than how the I.S. office is running now and give the actual facilitators more confidence when directing a meeting.

To help each employee, rather than the select facilitators, it would be beneficial to introduce communication classes. Employees that have specific work ethics or don't rely on the current database or Intsec Forum don't communicate well with other employees. By introducing communication classes employees may begin to question if their mode of communication is a good one, even if they don't attend the class itself. By promoting confidence in employees with respect to their communication skills, they will want to use them more. Once such a class is implemented, employees won't waste time in actual meetings and it will reduce the amount of time the employees are not at their desks.

6.0 Conclusion

For the International Secretariat in London, a utopian organization would be one with easy and efficient communication, rapid production of documents, the willingness to share knowledge and a modern work environment. After conducting interviews, collecting data from surveys, personal observations, and meeting with a local AI section the group established the many issues which the I.S. faces today. In completing an assessment of the organization, the group found that the problems which the I.S. faces fall under three categories. These are communication, information flow and work culture.

Interviews with employees at the I.S. were the first method used for gathering results. These provided the group with various trends of problems which seen by staff at the I.S. The interviews showed trends in problem areas such as internal database management, knowledge sharing, structural organization, and the morale of the workplace. Conducting interviews with such a variety of people working at the I.S. gave the group an opportunity to learn about the many consultancies and projects in place.

Surveys were then made and distributed to determine the communication flow within the I.S. and with national sections of Amnesty International. Surveys were compiled and used as the main sources for communication and information flow diagrams. These provided the group and the organization with a visual representation of the gaps in communication flow throughout the system. As the organization defined a major need to have more efficient communication, the group thought it necessary to be in contact with other offices and sections outside of London. The group was in contact with four additional I.S. offices as well as over ten other national sections of Amnesty International. Because of the close proximity to the location of the United Kingdom office of A.I., the group visited the office and met with two representatives from the media department. The information gathered from these offices and sections helped locate the strengths and weaknesses of the global communication of the I.S. in London. There were several gaps in research and problems the group encountered during the completion of this project. Due to the renovations and the changing environment of the I.S. there were many restrictions the group faced when gathering data. The I.S. was split

into three offices and many personnel were not available to conduct interviews with or ask questions. Since there is such an overflow of e-mail in the office, many e-mails that were sent did not get read and therefore did not get a reply. The often chaotic and focused atmosphere of the organization made it difficult at times to be supplied with the resources needed to aid in the final outcome of our project. Because of this, there are several aspects of information and communication flow which did not get addressed by the groups. The gaps in research include communication with the I.S. and smaller A.I. sections, and one on one interviews with members of the regional teams. One other major weakness was the response to surveys. Out of about 250 that were distributed to the staff, only 26 were returned. If the International Secretariat wishes to continue were the group ended, it will need to cover the areas the group was unable to cover.

From the results gathered, recommendations could now be made to the International Secretariat to aid in their improvements with communication, information flow and work culture. A summary of these recommendations is as follows:

Communication:

- Create a system of feedback within the I.S. as well as between the I.S. and other national sections and global offices.
- Upgrade Lotus Notes to create a more user friendly database agreed upon by the whole of the organization
- Install a community message board, which updated daily, would contain the master list of meetings, announcements, departmental updates and promote social events
- Adapt external communication used to specific audiences and needs of each country

Information Flow

- Adapt the Annual Report to specific audiences and countries
- Send summaries of documents more frequently as they are easier to translate and more likely to be read by sections.

- Discourage the creation of individual databases and promote the use of a central, organization wide database

Work Culture

- Promote communication, information flow and socializing through the addition of common areas such as a cafeteria, larger furnished common areas and larger kitchens
- Utilize an open desk design to lessen the closed environment and individual nature of the organization as well as promote personal contact as a form of communication
- Utilize more ergonomically designed equipment to accommodate for the long hours spent at computers and meetings.
- Organize social events, incentives for work, and discourage the many overtime hours to improve the overall morale of the staff and personnel

Through the implementation of these recommendations, the International Secretariat in London will improve various aspects of their organization. With the new renovations currently being done at the office and the many physical disadvantages they are experiencing, it is extremely important for this organization to have a more efficient communication and information flow. The current gaps in communication which have been identified in this report can be improved with the feedback recommendations. The implementation of more a more efficient and appealing database will improve the organization and information flow. Finally, it is essential to increase the morale of the staff as it is the attitude, health and enthusiasm of the organization which will in effect produce the greatest work. These documents produced are the fundamental aspect of the International Secretariat and the guiding information to the purpose and mission of Amnesty International.

Appendix A – Purpose and Mission of Organization

History of Human Rights

One of the first human rights movements began in England, during the reign of King John I. England had been governed by their ancient laws and customs and when the king violated a number of these, his subjects forced him to sign the Magna Carta (Rayner, 2005). This was later deemed one of the first political rights movements. Among the rights encompassed in the Magna Carta were: the right of all free citizens to own and inherit property, the right of the church to be free of government interference and to be free from too much taxing. The document also “established the right of widows who owned property to choose not to remarry, and established principles of due process and equality before the law. It also contained provisions forbidding bribery and official misconduct,” (A Short History of the Human Rights Movement, 2004).

In the eighteenth and nineteenth centuries in Europe, philosophers defined a concept known as "natural rights," which were rights that belonged to a person simply because he was a human being, rather than because of his belonging to religious or ethnic groups, or being a citizen in a certain country (A Short History of the Human Rights Movement, 2004). This concept was rejected by some but accepted by others.

Over time other parts of the world began to proclaim what is now known as human rights. People began to put limits on a rulers’ power on their own lives, property and activities. They also called on their rulers to rule them justly. Two revolutions that followed these first ideas of democracy and human rights from earlier centuries was the American Revolution in 1776 in which most of the British colonies in North America proclaimed their independence from the British Empire.—The other was in 1789 when the people of France overthrew their monarchy. From this the First French Republic was established, which led to the "Declaration of the Rights of Man," (Declaration of the Rights of Man, 2005). This document was a step in the evolution of human rights, but it lacked recognition of women and minorities. It did, however, establish a set of guidelines for the people of France to live by, which was an initiative for human rights awareness. The declaration provided a set of articles that entitled the people of France to

rights which they had been previously restricted due to government policies.

These ideals that were set were missing several major factors. During this time, women and non-whites were excluded from these human rights. In following years, after an enormous struggle for equality, there became a broader recognition of “human being,” where everyone including males, females, whites, and non-whites were recognized and given so-called equal rights. Specifically, in the United States, slavery was abolished in 1865 and although it wasn’t until the early 20th century, women were given the right to vote. The world still had a long way to come in the establishment of human rights (Rayner, 2005).

One step towards the wide spread recognition of human rights was the establishment of the United Nations. The United Nations was officially established on October 24, 1945 after the Second World War (About the United Nations, 2005). The Universal Declaration of Human Rights was adopted by the UN on December 10, 1948 after a devastating World War II “which had witnessed some of the most barbarous crimes in human history” (United Nations, 2005). Authors of this document were from around the world to ensure it would incorporate different cultural traditions and to ensure it “was to be a common statement of mutual aspirations-a shared vision of a more equitable and just world” (United Nations, 2005). The declaration contains 30 articles which describes the rights to which every human is entitled. The Universal Declaration of Human Rights states:

as a common standard of achievement for all peoples and all nations, ... keeping this Declaration constantly in mind, shall strive by teaching and education to promote respect for these rights and freedoms and by progressive measures, national and international, to secure their universal and effective recognition and observance.. (United Nations, 2005).

This Declaration lists numerous rights which include civil, economic, political, social and cultural rights to which every person should be entitled. The key ideas involved include the right to life, liberty and security of person, the right to participate fully in cultural life, the right to freedom from torture or cruelty, inhumane treatment or

punishment. The Declaration also includes the right of freedom of thought, conscience and religion, as well as the right to an education, (United Nations Association in Canada, 2005).

History of Amnesty International

Amnesty International was established in 1961 when two Portuguese students were sentenced to twenty years in prison for raising their glasses to a toast for "freedom." The late Peter Benenson, who was a British lawyer, wrote "The Appeal for Amnesty", in 1961. This appeal was then printed in a London newspaper. The response was considerably larger than expected, and was the beginning of what would soon be known as Amnesty International (Amnesty International, 2005).

In July of 1961, the first international meeting of AI was held with delegates from Belgium, UK, France, Germany, Ireland, Switzerland and the United States. This meeting was held to establish "a permanent international movement in defense of freedom of opinion and religion" (Amnesty International, 2005). During this year the first A.I. groups were founded in the UK, West Germany, Holland, France, Italy and Switzerland. More groups were added in Norway, Sweden, Denmark, Belgium, Greece, Australia, Ireland, and the United States. It was in 1962 that the name "Amnesty International" was first used. It was also in this year that that first A.I. office was established in London, England, in the United Kingdom. In 1964, the late Peter Benenson was named the president of A.I. In the late 1960's Eric Baker, who was actively involved with human rights, began operation of A.I. after Peter Benenson ended his day to day involvement with them.

During 1972 "A.I. launched its first worldwide campaign for the abolition of torture" (Amnesty International, 2005). The Inter-American Commission on Human Rights of the Organization of American States granted A.I. consultative status in this year (Amnesty International, 2005). In 1973 the wife of Luiz Basilio Rossi, a Brazilian arrested for political reasons, became a founding member of the A.I. health professional's network in Brazil. The "UN General Assembly unanimously approved A.I.-inspired resolution formally denouncing torture and calling on all governments to adhere to

existing international instruments with provisions forbidding practice” (Amnesty International, 2005). Early the following year, Sean McBride was awarded the Nobel Peace Prize for his lifelong fight for human rights. Year after year more people around the world became recognized for their contribution in fighting for human rights. The mission of A.I. was being spread globally.

In 1977 A.I. was awarded the Nobel Peace Prize, A year later A.I. also won the UN Human Rights prize for "outstanding contributions in the field of human rights. (Amnesty International, 2005) During the time from 1980-1989, A.I. established an educational pack entitled "Teaching and Learning about Human Rights". A.I. also decided to include work for refugees in its statute. The fight for human rights spread throughout different industries. In the entertainment sector, charity concerts raised membership as well as money for the organization (Amnesty International, 2005).

In 1996 A.I. began a campaign for an International Criminal Court, which the UN General Assembly adopted in 1998. During this time A.I. mostly focused on the rights of refugees. Once again, in 1998 A.I. held a charity concert, only this time to mark the 50th anniversary of the Universal Declaration of Human Rights (Amnesty International, 2005). Presently A.I. has over 1.8 million members in 150 different countries.

Statute of Amnesty International

As amended by the 26th International Council, meeting in Morelos, Mexico, 16 to 23 August 2003

VI.S.ION AND MI.SSION

1. AMNESTY INTERNATIONAL's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights standards.

In pursuit of this vision, AMNESTY INTERNATIONAL's mission is to undertake research and action focused on preventing and ending grave abuses of the rights to physical and mental integrity, freedom of conscience and expression, and freedom from discrimination, within the context of its work to promote all human rights.

CORE VALUES

2. AMNESTY INTERNATIONAL forms a global community of human rights defenders with the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect.

METHODS

3. AMNESTY INTERNATIONAL addresses governments, intergovernmental organizations, armed political groups, companies and other non-state actors.

AMNESTY INTERNATIONAL seeks to disclose human rights abuses accurately, quickly and persistently. It systematically and impartially researches the facts of individual cases and patterns of human rights abuses. These findings are publicized, and members, supporters and staff mobilize public pressure on governments and others to stop the abuses.

In addition to its work on specific abuses of human rights, AMNESTY INTERNATIONAL urges all governments to observe the rule of law, and to ratify and implement human rights standards; it carries out a wide range of human rights educational activities; and it encourages intergovernmental organizations, individuals, and all organs of society to support and respect human rights.

INTEGRATED STRATEGIC PLAN

4. There will be at all times for AMNESTY INTERNATIONAL an Integrated Strategic Plan covering a period of six years.

ORGANIZATION

5. AMNESTY INTERNATIONAL is an organization based on worldwide voluntary membership and it shall consist of sections, structures, international networks, affiliated groups and international members.

6. Ultimate authority for the conduct of the affairs of AMNESTY INTERNATIONAL is vested in the International Council. The primary functions of the International Council are:

- (i) to focus on strategy;
- (ii) to set AMNESTY INTERNATIONAL's vision, mission and core values;
- (iii) to determine AMNESTY INTERNATIONAL's Integrated Strategic Plan including its financial strategy;
- (iv) to establish systems and bodies of governance and delegation for the movement, to elect members to those bodies, and to hold those bodies and their members accountable;
- (v) to evaluate the movement's performance against its agreed strategies and plans;
- (vi) to hold sections, structures and other bodies accountable.

7. There is an International Executive Committee. The primary role of the International Executive Committee is to provide leadership and stewardship for the whole of AMNESTY INTERNATIONAL worldwide. The functions of the International Executive Committee are:

- (i) to take international decisions on behalf of AMNESTY INTERNATIONAL;

- (ii) to ensure that there is a sound financial policy for AMNESTY INTERNATIONAL and that the financial policy is consistently implemented across the international organization;
- (iii) to ensure implementation of the Integrated Strategic Plan;
- (iv) to make any necessary adjustments to the Integrated Strategic Plan and other decisions of the International Council;
- (v) to ensure compliance with the Statute;
- (vi) to ensure human resources development;
- (vii) to hold sections, structures and other bodies of AMNESTY INTERNATIONAL accountable for their functioning by presenting reports to the International Council;
- (viii) to perform the other functions conferred on it by the Statute.

8. The day-to-day affairs of AMNESTY INTERNATIONAL shall be conducted by the International Secretariat headed by a Secretary General under the direction of the International Executive Committee.

9. The office of the International Secretariat shall be in London or such other place as the International Executive Committee shall decide and which is ratified by at least one half of the sections.

10. Responsibility for AMNESTY INTERNATIONAL work on abuses of human rights in any country or territory, including the collection and evaluation of information, and the sending of delegations, lies with the international governing bodies of the organization, and not with the section, structure, groups or members in the country or territory concerned.

SECTIONS

11. A section of AMNESTY INTERNATIONAL may be established in any country, state, territory or region with the consent of the International Executive Committee. In order to be recognized as such, a section shall:

- (i) prior to its recognition have demonstrated its ability to organize and maintain basic AMNESTY INTERNATIONAL activities;
- (ii) submit its Statute to the International Executive Committee for approval;
- (iii) pay such annual fee as may be determined by the International Council;
- (iv) be registered as such with the International Secretariat on the decision of the International Executive Committee.

Sections shall take no action on matters that do not fall within the stated vision and mission of AMNESTY INTERNATIONAL. The International Secretariat shall maintain a register of sections. Sections shall act in accordance with the core values and methods of AMNESTY INTERNATIONAL, as well as any Integrated Strategic Plans, working rules and guidelines that are adopted from time to time by the International Council.

STRUCTURES

12. An AMNESTY INTERNATIONAL structure is an AMNESTY INTERNATIONAL national or regional body established by the International Executive Committee, to promote and implement the movement's vision and mission. The purpose of a structure is to coordinate a sustained program of human rights activities and consolidate its national or regional organization. A structure must consist of at least a board and active volunteers, unless otherwise determined by the International Executive Committee, and must meet any other criteria determined by the International Executive Committee.

INTERNATIONAL NETWORKS

13. An AMNESTY INTERNATIONAL "International Network" exists to promote and implement the movement's vision and mission, primarily on the basis of a specific theme or identity.

An International Network must meet the following requirements:

- (i) have AMNESTY INTERNATIONAL members from at least five different sections and/or structures;
- (ii) have AMNESTY INTERNATIONAL members from at least two International Secretariat program regions;
- (iii) be theme or identity based;
- (iv) have terms of reference that meet the Statute and core values of AMNESTY INTERNATIONAL;
- (v) have terms of reference approved by the International Executive Committee;
- (vi) be formally recognized by, and registered with, the International Executive Committee.

AFFILIATED GROUPS

14. Groups of not less than five members may, on payment of an annual fee determined by the International Council, become affiliated to AMNESTY INTERNATIONAL or a section thereof. Any dispute as to whether a group should be or remain affiliated shall be decided by the International Executive Committee. An affiliated adoption group shall accept for adoption such prisoners as may from time to time be allotted to it by the International Secretariat, and shall adopt no others as long as it remains affiliated to AMNESTY INTERNATIONAL. No group shall be allotted a prisoner of conscience detained in its own country. Each section shall maintain and make available to the International Secretariat a register of affiliated AMNESTY INTERNATIONAL groups. Groups in a country, state, territory or region without a section shall be registered with the International Secretariat. Groups shall take no action on matters that do not fall within the stated vision and mission of AMNESTY INTERNATIONAL. Groups shall act in accordance with the core values and methods of AMNESTY INTERNATIONAL, as well as any Integrated Strategic Plans, working rules and guidelines that are adopted from time to time by the International Council.

INDIVIDUAL MEMBERSHIP

15. An individual member of AMNESTY INTERNATIONAL is any person who contributes to the advancement of the mission of AMNESTY INTERNATIONAL, who acts in accordance with the core values and policies of AMNESTY INTERNATIONAL, and who has been recognized and registered as a member by an AMNESTY INTERNATIONAL section, structure or affiliated group by virtue of payment of annual dues or having been granted a dues waiver.

Individuals residing in countries, states, territories, or regions where there is no section or structure and who are not members of an affiliated group, may, on payment to the International Secretariat of an annual subscription fee determined by the International Executive Committee, become international members of AMNESTY INTERNATIONAL. In countries where a section or structure exists, individuals may become international members of AMNESTY INTERNATIONAL with the consent of the section or structure and of the International Executive Committee. The International Secretariat shall maintain a register of such international members.

INTERNATIONAL COUNCIL

16. The International Council shall consist of the members of the International Executive Committee and of representatives of sections and shall meet at intervals of not more than two years on a date fixed by the International Executive Committee. Only representatives of sections shall have the right to vote at the International Council.

17. All sections shall have the right to appoint one representative to the International Council and in addition may appoint representatives as follows:

- 10 - 49 groups: 1 representative
- 50 - 99 groups: 2 representatives
- 100 - 199 groups: 3 representatives
- 200 - 399 groups: 4 representatives
- 400 groups and over: 5 representatives

Sections consisting primarily of individual members rather than groups may as an alternative appoint additional representatives as follows:

- 500 - 2,499 members: 1 representative
- 2,500 members and over: 2 representatives

Only sections having paid in full their annual fee as assessed by the International Council for the two previous financial years shall vote at the International Council. This requirement may be waived in whole or in part by the International Council.

If a section has not provided its standardized financial report to the International Secretariat within three months of the final date for submission on each of the last two occasions such a report was required, the section is not entitled to vote at the International Council. This requirement may be waived in whole or in part by the International Council.

18. The International Executive Committee may invite delegates from structures or international networks, and other individuals to the International Council, as non-voting participants. One delegate from each structure may attend a meeting of the International Council as an observer and may speak thereat but shall not be entitled to vote.

19. A section unable to participate at an International Council may appoint a proxy or proxies to vote on its behalf and a section represented by a lesser number of persons than its entitlement under Article 17 hereof may authorize its representative or representatives to cast votes up to its maximum entitlement under Article 17 hereof.

20. Notice of the number of representatives proposing to attend an International Council, and of the appointment of proxies, shall be given to the International Secretariat not later than one month before the meeting of the International Council. This requirement may be waived by the International Executive Committee.

21. A quorum shall consist of the representatives or proxies of not less than one quarter of the sections entitled to be represented.

22. The Chairperson of the International Council and an alternate shall be elected by the preceding International Council. The Chairperson or, in his or her absence, the alternate, shall preside at the International Council. In the absence of the Chairperson and the alternate, the Chairperson of the International Executive Committee or such other person as the International Executive Committee may appoint shall open the proceedings of the International Council which shall elect a Chairperson. Thereafter the elected Chairperson, or such other person as the Chairperson may appoint, shall preside at the International Council.

23. Except as otherwise provided in the Statute, the International Council shall make its decisions by a simple majority of the votes cast. In case of an equality of votes the Chairperson of the International Council shall have a casting vote.

24. The International Council shall be convened by the International Secretariat by notice to all sections and structures not later than 90 days before the date thereof.

25. The Chairperson of the International Executive Committee shall at the request of the Committee or of not less than one third of the sections call an extraordinary meeting of the International Council by giving not less than 21 days' notice in writing to all sections.

26. The International Council shall elect a Treasurer, who shall be a member of the International Executive Committee.

27. The agenda for the meetings of the International Council shall be prepared by the International Secretariat under the direction of the Chairperson of the International Executive Committee.

INTERNATIONAL EXECUTIVE COMMITTEE

28. The International Executive Committee shall consist of the Treasurer and eight regular members, who shall be individual or international members of AMNESTY INTERNATIONAL. The regular members and Treasurer shall be elected by the International Council. Not more than one member in any section, structure or affiliated group, or international member of AMNESTY INTERNATIONAL voluntarily resident in a country, state or territory in which there is no section or structure, may be elected as a regular member of the Committee, and once such a member has received sufficient votes to be elected, any votes cast for other members in that section, structure or affiliated group, or for international members resident in that country, state or territory, shall be disregarded.

29. The International Executive Committee shall meet not less than twice a year at a place to be decided by itself.

30. Members of the International Executive Committee shall hold office for a period of two years and shall be eligible for re-election for a maximum tenure of three consecutive terms.

31. The Committee may co-opt not more than two additional members who shall hold office until the close of the next meeting of the International Council; they shall be eligible to be re-co-opted once. Co-opted members shall not have the right to vote.

32. In the event of a vacancy occurring on the Committee, it may co-opt a further member to fill the vacancy until the next meeting of the International Council, which shall elect such members as are necessary to replace retiring members and to fill the vacancy.

33. If a member of the Committee is unable to attend a meeting, such member may appoint an alternate.

34. The Committee shall each year appoint one of its members to act as Chairperson.

35. The Chairperson may, and at the request of the majority of the Committee shall, summon meetings of the Committee.

36. A quorum shall consist of not fewer than five members of the Committee or their alternates.

37. The agenda for meetings of the Committee shall be prepared by the International Secretariat under the direction of the Chairperson.

38. The Committee may make regulations for the conduct of the affairs of AMNESTY INTERNATIONAL and for the procedure to be followed at the International Council, and may take such steps as it sees fit to establish and maintain a system of effective committees, including standing committees, intermediate structures, or other forums, in support of its functions.

INTERNATIONAL SECRETARIAT

39. The International Executive Committee may appoint a Secretary General who shall be responsible under its direction for the conduct of the affairs of AMNESTY INTERNATIONAL and for the implementation of the decisions of the International Council.

40. The Secretary General may appoint senior executive staff in close cooperation with the International Executive Committee, and may appoint all other staff as are necessary for the proper conduct of the affairs of AMNESTY INTERNATIONAL.

41. In the case of the absence or illness of the Secretary General, or of a vacancy in the post of Secretary General, the Chairperson of the International Executive Committee shall, after consultation with the members of that Committee, appoint an Acting Secretary General to act until the next meeting of the Committee.

42. The Secretary General or Acting Secretary General and such members of the International Secretariat as may appear to the Chairperson of the International Executive Committee to be necessary shall attend meetings of the International Council and of the International Executive Committee and may speak thereat but shall not be entitled to vote.

TERMINATION OF MEMBERSHIP

43. Membership of or affiliation to AMNESTY INTERNATIONAL may be terminated at any time by resignation in writing.

44. The International Executive Committee may impose sanctions (which may consist of a warning, intervention, temporary suspension or permanent exclusion or closure) on any section, structure, international network, affiliated group, or international member if in its opinion that section, structure, international network, affiliated group, or international member does not act within the spirit of the vision, mission, core values and methods set out in Articles 1, 2 and 3 or does not organize and maintain basic AMNESTY INTERNATIONAL activities, or does not observe any of the provisions of this Statute, and constitutes an immediate threat to the reputation, integrity or operation of AMNESTY INTERNATIONAL.

None of these sanctions shall be imposed until the concerned section, structure, international network, affiliated group, or international member is informed in writing of the grounds of the sanctions. When closure of a section is the sanction under consideration, all other sections shall also be informed in the same manner before such an action is taken.

In the case of closure or permanent exclusion, the concerned section, structure, international network, affiliated group, or international member shall be provided with an opportunity to make its or such international member's case to the International Executive Committee within six months before the sanction of closure or permanent exclusion is imposed. Once the International Executive Committee has decided to impose any sanction in respect of a section, structure, international network, affiliated group, or international member, the party concerned may appeal to the Membership Appeals Committee. This committee shall consist of five members and two alternate members who shall be elected by the International Council in the same manner and subject to the same conditions as provided for in Article 28 for the International Executive Committee.

During any period of temporary suspension, or once closure or permanent exclusion has been agreed, a section, structure, international network, affiliated group, or international member may no longer represent or use the name of AMNESTY INTERNATIONAL.

FINANCE

45. An auditor appointed by the International Council shall annually audit the accounts of AMNESTY INTERNATIONAL, which shall be prepared by the International Secretariat and presented to the International

Executive Committee and the International Council.

46. No part of the income or property of AMNESTY INTERNATIONAL shall directly or indirectly be paid or transferred otherwise than for valuable and sufficient consideration to any of its members by way of dividend, gift, division, bonus or otherwise howsoever by way of profit.

AMENDMENTS OF STATUTE

47. The Statute may be amended by the International Council by a majority of not less than two thirds of the votes cast. Amendments may be submitted by the International Executive Committee or by a section. Proposed amendments shall be submitted to the International Secretariat not less than seven months before the International Council meets, and presentation to the International Council shall be supported in writing by at least five sections. Proposed amendments shall be communicated by the International Secretariat to all sections and to members of the International Executive Committee.

<http://web.amnesty.org/pages/aboutai-statute-eng>

Appendix B: Interviews at the International Secretariat

Interview Summary

Name	Date	Time	Position/Department
Dan McQuillan	14-Mar-05	10:30 AM	Web Coordinator
Denise Searle	15-Mar-05	12:00 PM	Director of Campaigning and Communication
Graham Oakes	16-Mar-05	11:00 AM	ECMS Consultant
Chris Catton	16-Mar-05	4:00 PM	Information Technology (ITP)
Dan Scott	17-Mar-05	11:00 AM	Campaigning
Nick Moriatis	17-Mar-05	3:00 PM	Project Manager/Fundraising
Stephanie Newman	17-Mar-05	3:00 PM	Consultant
Wayne Minter	17-Mar-05	4:00 PM	Audio and Visual
Zeira Drammis	21-Mar-05	11:00 AM	Executive Director to the Secretary General
Michael Hammer	22-Mar-05	9:30 AM	Office of the Secretary General
Magda Walter	22-Mar-05	2:00 PM	Consultant for Language Strategy Review



Interview Template
2005

Date:	Participants:
Time:	
Location:	
Description of job/position.	
What other positions/ teams does yours interact with?	
Where do you get your information and resources?	
Where do you send information and outputs from your section?	
What is the most time consuming aspect of your position?	
Which ways can your position be used to help the I.S. with a new collaborative approach?	
What benefits would you see from an overall increase in feedback from other positions in the I.S.?	
How do you see your position adapting to the Integrated Strategic Plan?	

Interview Summaries

The first interview that took place was with Dan McQuillan, the primary web coordinator for the International Secretariat, on Monday March 14. The purpose of this interview was to provide a contact that we would have to go to throughout the project as well as give the group an overall view of the organization and what would be accomplished during the time at the I.S. Dan provided the group with a wide variety of facts about research, campaigns and the organization of the I.S. The highlights of this interview included the emphasis for a stronger relationship between the research and communication within the I.S. and the sections of Amnesty International as well as suggestions for many other contacts that would be useful to our project in the I.S. McQuillan was designated as one of our primary contacts.

The next interview was with the primary representative of the I.S., Denise Searle. Denise is currently the Senior Director for Campaigns and Communication, one of the seven main departments contained in the I.S. This interview took place at 9:30 am on Tuesday, March 15. With this being the first time that we had personally met, this was the opportunity to ask questions, make comments or express misunderstandings for the project. The main topics covered in this interview were the history or the research process at the I.S. which included there being a change in culture of closed research, which researchers are in a closed environment until their reports are released and also hopes for building a system that can support the sharing of information. Other topics that were addressed were the purpose of Amnesty International, the changing definition of human rights and the lack of feedback mechanisms that are present in the current system of the I.S. This interview was also the group's first exposure to the hierarchical organization and structure of the I.S. and a look at where exactly the information and data goes.

Currently, the International Secretariat has many consultant projects being performed. At 11 a.m. on March 16, the group had a meeting with Graham Oakes, the head of the Enterprise Content Management Strategy (ECMS), which is one of the largest evaluations at the I.S. In this interview, Graham spoke of his work at the I.S. by

summarizing his ECMS and its plans to be implemented into the I.S. organization. An abstract of the ECMS presentation can be found in (appendix reference).

Following the interview with Graham, the group interviewed Chris Catton at 4 pm the same day. Catton is the program director for information resources and has a major role in the document management for the I.S. Catton emphasized the process in which documents are created and the idea for a new formatting to them. AI's large database, AIDoc was introduced to the group as well as its possible strengths and weaknesses to the system.

Dan Scott, a representative from the campaigning team was the next interview which was held on Thursday March 17 at 10 am. While Scott specializes in the campaigning aspect of the I.S., he provided the group with a wide variety of information and facts pertaining to the project. This interview began with an overview of the structure of the I.S. and where the campaigning department fits into the flow of the system followed by specifics on the how research results in campaigns. Scott also reported to the group about the shift in approach to campaigning from country based to more theme based which is one of the major changes that this department is currently facing. Also in this interview was the discussion of the Country Action Programs (CAPs) which Scott is also part of. A description of these can be found in (appendix reference)

Also on March 17 was a joined interview with Stephanie Newman, in fundraising and Nick Moraitis, another independent consultant working at the I.S. Stephanie is involved in international fundraising projects with the main one being project IMAGINE (refer to appendix). She also discussed the e-mail overload in which the I.S. is facing and how this is a large contributor to the communication problem. We learned of the physical restrictions in the office, as well as the lack of staff meetings and updates from departments.

Nick is involved with several aspects, one of them being a part of the developing projects which encourage and support young people to become involved with Amnesty International. This includes a new database entitled YouthNet which is a database of documents for youth coordinators and groups. In studying the youth involvement in Amnesty International he has discovered many weaknesses and gap in the information. He is also involved in a new international strategy which will harmonize the

communication structures among all AI groups and add more coordination. A main focus to this interview was the issue of many aspects of the I.S. and A.I having specific audiences. An example of this would be the reports which come out of the research department. They are written towards one audience and are often difficult to translate for other audiences. The IMAGINE project is an example of how this organization is looking to expand their audiences.

Next was an interview with Wayne Minter at 4 pm on March 17 from the Audio and Visual Department at the I.S. His main role is being part of a four to five person team trying to handle the explosion of the digital representation of human rights violations. More and more, the I.S. is being flooded with images and visuals rather than written reports. Because of the large amounts of visuals which the I.S possesses, Wayne along with the Audio and Visual Department have created an image database, ADAM in order to organize and well as make these images more accessible for use. (refer to ADAM in appendix). Adam has connections with publications, editorial sections, campaigns, he research, fundraising and media production.

Interviews continued into week two of the project. The first was Monday, March 21 with Zeira Drammis who is an Executive Deputy Secretary General. She is involved in a variety of projects at the I.S., the main one being the Friendly Project (see abstract in appendix). Topics covered in this interview other than the protocol questions included communication between the I.S and smaller sections as well as feedback from the sections to the I.S. It was also discussed that the best way to gather information is to talk to people. Often times in the I.S, people keep knowledge to themselves and there is no sharing of the information. Zeira talked about the need to utilize people's experiences and knowledge for better communication. The theme to this interview was that "power is information" which encompassed topics such as communication, sharing of knowledge, teamwork and individual evaluations.

Michael Hammer was another one of our main contacts in the I.S. The interview with him was on Tuesday, March 22 at 9:30 a.m. Michael is involved in the information flow of the I.S. This was an extensive interview as it was the most closely related to the project and its desired outcomes. Topics that were covered in this interview included information sharing, authorship of information and data, incentive to creating reports and

production of documents, the defined purpose of each job, the management system at the I.S. and global knowledge sharing networks. Michael also offered facts and rhetorical questions on decentralized versus centralized organization and structure as well as using the web versus a network. The importance of the I.S. office was also discussed which included its communication with other I.S. offices and culture communication. All of the topics which were covered related to information flow and management.

Following Michael Hammer was Magda Walter at 2 pm on March 22. Magda is yet another independent consultant hired by the I.S. to perform a Language Strategy Review. She has a background in Media Relations and Strategies for international organizations. She has also worked 20 years as a journalist in the United States and for media relations at the World Bank. She has worked with other non-profits and NGO's such as the UN and UNICEF. She is now working at the I.S. to look at the "big picture" for the language aspect, an important issue to the communication flow. She discussed the role of the four "core" languages of the I.S. which are English, French, Spanish and Arabic. This interview also included discussion of the application of languages to the overall strategy of the I.S. as well as the communication trends throughout the system.

Appendix C- Phone Interviews with I.S. offices and National Sections of A.I.

Phone Call Interview Template

Name:

Position:

Section:

Location:

Amount of Staff:

How often do you receive information from the international secretariat? What type of information is it?

How often do you send information back to the international secretariat?

What form of communicating do you use most to contact the I.S.?

Do you find the time zone difference or language barrier problematic?

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

Name: Racheal Ozoemeno
Position: Acting Director
Section: South Africa
Location: Pretoria, Gauteng, South Africa
Amount of Staff:

How often do you receive information from the international secretariat? What type of information is it?

Some info is sent on a daily basis, others on weekly and monthly. Information is mostly from weekly mailings on campaigns and studies on South Africa.

How often do you send information back to the international secretariat?

Information is sent when we have it, which happens to be very sporadically.

Do you find that the amount of information the I.S. sends you is too much or not enough?

Information comes in way too much. There is often times overload on documents but I'd "rather deal with paper overload than not have the information that we need".

What form of communicating do you use most to contact the I.S.?

Primarily E-mail- and through the wire although that is very slow.

Do you find the time zone difference or language barrier problematic?

No

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

There is frustration is the timing of documents and not receiving things on time.

Name: Yanette Bautista
Position: Thematic Reporting
Section: I.S. San Jose
Location: Costa Rica
Amount of Staff:

How often do you receive information from the international secretariat? What type of information is it?

Receives emails everyday with emails, magazines, weekly reports and publications from the I.S. and Spain.

How often do you send information back to the international secretariat?

Sends E-mails almost daily including Financial Reports

Do you find that the amount of information the I.S. sends you is too much?

Not too much for staff its good amount of information.

What form of communicating do you use most to contact the I.S.?

E-mail

Do you find the time zone difference or language barrier problematic?

Small problem with language and time zone because it can pose problems with trying to be in contact

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

Would like more documents in Spanish, they send all thematic issues in English. Good relationship with I.S.

Name: Tony Coverton

Position: Office Manager for Administration Department

Section: USA

Location: Washington D.C.

Amount of Staff:

How often do you receive information from the international secretariat? What type of information is it?

There is substantial connect between all 14 programs and the I.S. There daily e-mails sent and weekly mailings that are received.

How often do you send information back to the international secretariat?

On a daily and weekly basis

Do you find that the amount of information the I.S. sends you is too much or not enough?

Most times the amount of publications that are sent monthly are overwhelming and too much is sent in the post because most of the documents can easily be found online.

What form of communicating do you use most to contact the I.S.?

Primarily E-mail

Do you find the time zone difference or language barrier problematic?

Often the time difference is frustration because when it is afternoon here the I.S. office is already closed.

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

I find it is difficult to get a hold of people and I do not receive a lot of replies from the emails I send. Overall I do have good contact with the I.S.

Name: Emek Eren
Position: Office Coordinator
Section: Turkey
Location: Istanbul
Amount of Staff: 2 staff

How often do you receive information from the international secretariat? What type of information is it?

Receives almost too many e-mails everyday

How often do you send information back to the international secretariat?

Very occasionally send reports back to the I.S.

Do you find that the amount of information the I.S. sends you is too much?

With e-mails

What form of communicating do you use most to contact the I.S.?

E-mail

Do you find the time zone difference or language barrier problematic?

Language is a very large problem. I.S. does not translate anything and we would really like documents in Turkish, “even though I know it is impossible” I need more translation.

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

Just document translation

Name: Geasimos Kouvaras
Position: Director
Section: Greece
Location: Athens
Amount of Staff: 5 permanent staff- 26 volunteers

How often do you receive information from the international secretariat? What type of information is it?

Information is sent daily.

How often do you send information back to the international secretariat?

Information is sent back on a weekly basis.

Do you find that the amount of information the I.S. sends you is too much or not enough?

No

What form of communicating do you use most to contact the I.S.?

Primarily E-mail, but also through post and fax

Do you find the time zone difference or language barrier problematic?

No

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

Nothing is sent in Greek and there is a problem translating it all. There is no real communication problem the I.S. is very supportive and we are close with them.

Name: Joyce
Position: Administrator
Section: Taiwan
Location: Kaohsiung
Amount of Staff: 2

How often do you receive information from the international secretariat? What type of information is it?

Receive news and updates on daily and weekly basis.

How often do you send information back to the international secretariat?

Information is sent if necessary. There is not too much contact and we try our best to send what we have.

.

Do you find that the amount of information the I.S. sends you is too much or not enough?

Manageable

What form of communicating do you use most to contact the I.S.?

Primarily E-mail

Do you find the time zone difference or language barrier problematic?

May be problems when I.S. tried to contact us

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

We have good relationships with the I.S.

Name: Kitty Ngam
Position: Administrator officer
Section: I.S. Hong Kong
Location: Wanchai
Amount of Staff: 5

How often do you receive information from the international secretariat? What type of information is it?

Receive information daily through emails.

How often do you send information back to the international secretariat?

Information is sent daily back to the I.S.

.

Do you find that the amount of information the I.S. sends you is too much or not enough?

No

What form of communicating do you use most to contact the I.S.?

Primarily E-mail

Do you find the time zone difference or language barrier problematic?

The time difference is so large it often times causes problems with urgent actions.

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

The I.S. in London takes too long to reply to emails. When I "send something and want to talk, (to the person I sent something to) they don't reply". Often times they take too long to answer important questions.

Name: Seydi Gassama
Position: Section Director
Section: Senegal
Location: Dakar Colobane
Amount of Staff: 6 staff, 2-4 volunteers

How often do you receive information from the international secretariat? What type of information is it?

Receive approximately 100 e-mails per day between the I.S., Paris Sections and Kampala.

How often do you send information back to the international secretariat?

“We try to send feedback” including emails almost daily.

.

Do you find that the amount of information the I.S. sends you is too much?

No

What form of communicating do you use most to contact the I.S.?

Primarily E-mail, also phone, post, and fax

Do you find the time zone difference or language barrier problematic?

The language difference is a big problem. Most things are sent in English. Not everyone here is comfortable with English. Only hard documents and publications are sent translated but e-mails, newsletters and updates are sent in English.

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

Frustrations come from getting press releases too late from Paris.

Name: Lina Nykaen
Position: Campaigns
Section: Ireland
Location: Dublin
Amount of Staff:

How often do you receive information from the international secretariat? What type of information is it?

Receives info on campaigns daily

How often do you send information back to the international secretariat?

Sends updates to I.S. 2-3 times yearly

Do you find that the amount of information the I.S. sends you is too much?

No

What form of communicating do you use most to contact the I.S.?

E-mail and phone

Do you find the time zone difference or language barrier problematic?

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

Don't send info/reports early enough and there are no updates sent regularly.

Name: Paula Ridault

Position: Campaigner

Section: I.S. Paris

Location: Paris, France

Amount of Staff: 2 volunteers- 4 full time employees- 1 part time

How often do you receive information from the international secretariat? What type of information is it?

Communication happens on a daily basis. Info is received on a daily basis through e-mail. Contact is with the Africa team, PD, PEP and West Africa.

How often do you send information back to the international secretariat?

Information is sent daily back to the I.S.

Do you find that the amount of information the I.S. sends you is too much or not enough?

No

What form of communicating do you use most to contact the I.S.?

Primarily E-mail because if you try to call no one is at their desk.

Do you find the time zone difference or language barrier problematic?

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

No one replies to emails and when trying to contact specific people no one seems to be at their desks. Getting a hold of the IT team also many times poses problems because they are so busy. There is also slight confusion with contact between the I.S. in London and the French sections of Amnesty International.

Name: Chris Braat

Position: Administrator / Allocate Action Files

Section: Netherlands

Location: Amsterdam

Amount of Staff: 230 people about 2/3 are volunteers

How often do you receive information from the international secretariat? What type of information is it?

Receive one CC-Email once a month.

How often do you send information back to the international secretariat?

No contact with the I.S. Only one main contact.

.

Do you find that the amount of information the I.S. sends you is too much?

No, they don't send me enough.

What form of communicating do you use most to contact the I.S.?

Primarily E-mail, or phone.

Do you find the time zone difference or language barrier problematic?

No

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

There is not enough information being sent to be about closure letters and urgent action updates. "99.9 percent of the time no information is sent to me without my asking".

Name: Dolores Soto

Position: Volunteer

Section: Mexico

Location:

Amount of Staff:

How often do you receive information from the international secretariat? What type of information is it?

Receives info daily

How often do you send information back to the international secretariat?

Often sends info back.

Do you find that the amount of information the I.S. sends you is too much?

No, we receive "enough" information.

What form of communicating do you use most to contact the I.S.?

E-mail

Do you find the time zone difference or language barrier problematic?

No

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

No frustration, good relationship.

Name: Usanne Baumann
Position: Germany A.I.
Section: Germany
Location: Berlin
Amount of Staff: 55

How often do you receive information from the international secretariat? What type of information is it?

Receives information daily

How often do you send information back to the international secretariat?

Send information back weekly

.

Do you find that the amount of information the I.S. sends you is too much?

No

What form of communicating do you use most to contact the I.S.?

All communication is through e-mail

Do you find the time zone difference or language barrier problematic?

No language barrier.

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

Very difficult to reach people for personal contact, no one ever seems to be at their desk. We receive almost not responses from e-mails if any.

Name: Maria
Position: Administrator
Section: I.S. Moscow
Location: Moscow, Russia
Amount of Staff: 4 Full time-2 part time

How often do you receive information from the international secretariat? What type of information is it?

Receive many emails daily and large amount of documents through the post.

How often do you send information back to the international secretariat?

Contacts I.S. daily with questions through email and conference calls.

.

Do you find that the amount of information the I.S. sends you is too much?

No.

What form of communicating do you use most to contact the I.S.?

E-mail and phone.

Do you find the time zone difference or language barrier problematic?

Time is a problem with urgent actions.

Do you find any frustrations that are reoccurring when trying to contact the I.S.?

When I need an answer and I try to call no one is there to talk to me.

Appendix D – Document and Consultant Strategy Review Summaries

Document/Report: **Enterprise Content Management Strategy Review (ECMS)**

Consultant/Person in Charge: **Graham Oakes**

Summary:

Enterprise Content Management Strategy is the infrastructure to support AI in gathering, integrating, disseminating and archiving information. This strategy and consultation includes internal (employees, volunteers) and external (Movement, partners, supporters, media, public) processes. It has been brought to AI and the I.S. for many benefits. From the analysis and implementation of the ECMS, AI and the I.S. will see benefits such as the refocus information management specialists onto strategic activities and greater strategic flexibility to respond to major events and/or changes in movement priorities. These benefits range from tactical to strategic. Along with the central idea of “information ad-hococracy”, the ECMS concentrates around the core finding which is states “AI needs to decide whether it wants to address underlying strategic issues” (Graham Oakes). Under the core finding of the ECMS, there are several core issues established for the I.S. These are lack of confidence in shared information, lack of audience focus or feedback and strategic rigidity. These and their relationship to the future state of Amnesty International and the I.S. are represented through a series of flow charts, diagrams and graphs from which it is determined that the organization has three options for the future. These are Tactical Document Content Management Strategy (DCMS), a combination DCMS and Web Content Management Strategy (WCMS), and Strategic ECMS. This strategy and consultation also examines both the tactical and strategic bases for AI and the I.S. At its finish, implementation of the ECMS includes several phases of change and development still being worked out.

Highlights from ECMS presentation:

- Information is core to AI’s mission
- “*Information is our currency*”
- AI’s effectiveness is constrained by an “Information Ad Hococracy”
- People habitually and regularly create their own home grown solutions to manage, find, create and distribute information. This is the status quo.

- Three “negative loops” reinforce the information ad hoceracy
- Lack of confidence in shared information stores
- Lack of focus on audiences
- Strategic rigidity
- Addressing audience focus will also release some strategic benefit
- Only by addressing underlying rigidity in infrastructure, work processes and strategic operations will the full suite of benefits be released.
- Includes internal (employees,volunteers) and external (Movement, partners, supporters, media, public) processes
 - Collecting information from newswires and similar sources
 - Collaborative authoring of reports and other outputs
 - Classifying and keywording
 - Searching for and navigating to information
 - Archiving
 - Distribution and syndication of content via the web and other channel
- FUTURE STATE: Turning chaotic information into effective action to defend human rights

Vision

- Amnesty International manages information assets in a way that makes the most of its expertise, informing the movement and making an impact on the world to spur action to defend human rights.

Objectives

- Support quality research by a wider range of actors
- Assure security and integrity of information assets
- Provide a balance between flexibility and control in asset creation & management
- Give access to as much information as possible to as wide a reach as possible
- Improve internal communication and accountability

Document/Report: **Friendly Project**
Consultant/Person in Charge: **Zeira Drammis**
Summary:

The friendly project is a three month pilot project which was organized to develop a series of project management tools to benefit the members of the I.S. project groups and help implement the Operational Plan (OP). The FP aims to promote efficient teamwork as well as individual workload management. The methodology that was used throughout this project included testing benchmarking of other organizations and the formation of the Project Management Working Group which would serve as a mentor to the group. As the FP is still in effect, it has created many objectives since its organization. These include but are not limited to promoting effective team and individual workload management, establishing the Friendly Planning Workbook and establishing the Project Planning Methodology. These objectives will be developed as the FP matures through 2005. Outcomes for the project intend to be but are not limited to a tool for effective workload planning to be used throughout the I.S., improved dialogue throughout the teams, an improved source of planning information and a reduced duplication of planning and communication work. Finally, in the newest stages of the project, three approaches will be taken in order to insure the desired outcomes and outputs. These are the formal, organic and mainstreaming approach.

Highlights:

The Objectives

During 2004, the objectives of the Friendly project were as follows;

- Promote effective team and individual workload management, acting as a reference tool for project and time management, prioritization, monitoring and evaluation.
- Establish the Friendly Planning Workbook as the basis for team and program operational planning for OP2.
- Promote effective project management by establishing the Project Planning Methodology as the accepted methodology for all substance related projects.
- For 2005, the objectives are as follows;
- A base planning framework will be established for team operational planning and will constitute the core reference document for tailored communications such as the CPB and OP.
- Program management will be conversant with the concepts and tools of the Friendly Project and be able to apply these to planning processes.

- The Project Management Methodology will be introduced across all regional programs, teams will be aware of the benefits and it will be accepted and used as the methodology for substance related projects.
- Planning concepts, tools and terminology will be standardized and mainstreamed across all programs.

External Evaluation

- In order to gain an objective view of the progress to date, an external evaluation will be undertaken to identify the key lessons learnt during the Friendly Project 'pilot phase' with regards to team level planning and communication, workload management, project management and the planning discourse.
- Those engaged in the piloting phase of the project will also be involved in this evaluation exercise, i.e.

Pilot teams

Spontaneous users

Project Management Working Group

Project Sponsor

Document/Report: Country Action Programs (CAPs)

Consultant/Person in Charge: Dan Scott

Summary:

Country Action Programmes (CAPs) are “an ongoing series of activities by sections and the I.S. to prevent or oppose human rights abuses in a country (or set of countries)”. They are a strategic approach to research, action and mobilization which work towards the Global Impact Goals. CAPs focus on the individual victim and provide an information and action guideline for each country via an internal intranet network. CAPs are selected from specific regions for strategic and political importance and are also chosen for long term needs. They are developed on a serious human rights topic in where there are a number of human rights concerns. The development and implementation of CAPs throughout this I.S. provide a change in the research and campaigning methods. Integrating CAPs into the organization requires that sections sign up for long term country work, not country actions, provides for different levels of involvement for country actions as well as changes the role of the coordinators. In relating to the Integrated Strategic Plan, the developing CAPs are a way to provide a “conversation” of feedback and a “consultation” and exchange of ideas. Current modifications and challenges faced by the CAPs development include but are not limited to developing CAP actions, supporting feedback and evaluation and increasing participation in the movement and integration.

Highlights:

CAPs are “an ongoing series of activities by sections and the I.S. to prevent or oppose human rights abuses in a country (or set of countries)”

- A strategic approach: research, action and mobilization
- Work towards the Global Impact Goals
- Employ a strategic focus on individual cases
- Integrate work on Action Files, RANs and all other country actions
- Serviced through an Intranet space
- Sections use and adapt information for their activist constituencies

CAP Strategy Development

- CAP Strategies have a two-year lifespan
- A framework for projects (not a detailed list of outputs), to later develop detailed work plans.

- Consultation: draft strategies circulated to designated CAP contacts in S/s.
- Need to build action plans for individual projects: I.S. outputs and S/s activities

Changes for Sections

- Sign up to long term country work – not country actions
- Different levels/options for involvement
- Changing Coordinator roles
- A broader spectrum of action forms
- A ‘conversation’ of feedback, consultation and exchange of ideas

Document/Report: **YouthNet**
Consultant/Person in Charge: **Nick**
Summary:

YouthNet is directed towards a younger audience and local sections. It is a database that is being developed and currently being worked on by an independent consultant at the I.S. It contains documents for youth coordinators and sections that will be helpful to them as they do not always have all of the documents and information available to them. This not only aims to broaden the audiences of A.I. but increase and improve the communication between the documents being released from the I.S. and the information that is received by these local sections and youth groups.

Document/Report: **E-Communication Review**
Consultant/Person in Charge: **BeaconFire Consulting**
Summary:

The E-Communication Review is a project currently being done at the I.S. and looks at various aspects of the organization including e-activism, online communities, human and IT resources and technical solutions. The development of the E-Communications Centre/Review, which is being completed by BeaconFire Consulting group, has seven objectives and six priorities which were created under the focus and vision of A.I. and the I.S. These objectives include ensuring that the needs of the wider AI movement are being met wherever practical, helping A.I. to estimate the financial and human resources needed to achieve goals, providing guidance on effective e-activism, and online communities, and “to help AI understand the various technical solutions which would fit the logistical model, taking into account the I.S.’s existing IT resources and strategic directions” (e-comm ppt).

The development of an E-Communication Center is centered on a main vision. Mainly, it will aim to enable Amnesty International to have better communication and a greater ability to call to action with a variety of innovative online techniques. It will look to improve the online capabilities of those areas where they are poor and utilize resources from the prolific areas to do so. It will also concentrate on online improvements and growth in the areas of activism, fundraising, and membership.

E-Communications looks to integrate a more collaborative approach to the system currently in place. This includes evaluating the roles which the documents hold, their accessibility online as well as their content that is being made available to members. The review also looks to increase the networking and sharing of the facilities within sections such making more of the resources at the I.S. in London available to more global sections. This also includes how this information is being distributed, its efficiency and the synchronization of content sharing. It is a large area of the I.S. that will be going through many changes as the Integrated Strategic Plan is put into effect

Highlights:

The ECC will improve the effectiveness and accelerate the growth of participating Sections through enhanced online capabilities. The ECC will utilize a Web-based

communications platform to support growth in activism, fundraising, and membership through:

- Widely available technology tools for I.S. and the Sections
- Knowledge sharing and aggregation of Best Practices
- Coordination, sharing and policies enabling better constituent relationship management
- Improved communications and messaging for the public using targeted, localized, and relevant content
- Better and more efficient use of resources by collaborating on operations and technical infrastructure
- Coordination and collaboration with I.S. and Sections to raise the level of the entirety of AI online activities
- Organization-wide collaboration on technology solutions that support data sharing and integration as well as the ongoing creation of innovative approaches

ECC Preliminary Features

Advocacy Features Data for Targets (NGOs, Governments – Legislative & Executive, Media), Custom Targets, feedback tools, grassroots coordinating tools, Delivery preferences (email, fax, SMS)	Fundraising & Membership Features One-time, monthly & membership donations, Payment options (other than Credit), Real-time or manual management, Administration & reconciliation, Access to members-only content
Message Delivery Features Email, SMS, Text messaging, Fax, Message handling (bounces, unsubscribes), Message formats, scheduling, Spam Prevention	Database Features Centralized DB, multi-level access for I.S. & Sections
User & Group Management	Profile & Preference Management
Integration Capabilities <ul style="list-style-type: none"> • Data exchange & synchronization • Directory Services Integration • Integration with Content Management solutions 	International Support <ul style="list-style-type: none"> • Language (Unicode) • Multi Currency • Address Formats
Security & Privacy Management of country specific rules for privacy & permission marketing	Tracking and Reporting
Content Syndication	Workflow create, approve & publish process for each activity
Community Tools Blogs, Chats, Discussion Boards	Segmentation & Targeting Feedback Tools Survey Tools, Polling

Document/Report: **ADAM**
Consultant/Person in Charge: **Wayne Minter**
Summary:

ADAM is a central audiovisual database that is now being tested throughout Amnesty International. It was first implemented in certain sections on the 17th of March 2005. The four main elements of this database are team and sections databases, the AVR team, ADAM database and collection and Adam services.

The hope is that sections and teams will be able to input materials directly into the database while the AVR team will have to sort through media's, professionals or individual contributions. After placed within the database they hope to split the stored materials into an intranet for the I.S. and AI sections and have the other half be publicly accessed, for use by schools, other organizations, and independent productions

Document/Report: Project: **"Imagine"**
Consultant/Person in Charge: **Stephanie Newman, International Fundraising**
Summary:

Amnesty International was started over forty years ago and some see it as an ageing organization that only your elders would be interested in. The "Imagine" project is based on John Lennon's song Imagine of which the rights were given to Amnesty International. To target younger age groups this program will allow artists to donate the rights of their songs to help fundraise for Amnesty International.

While downloading music from the internet seems to be the easiest and often times cheapest way of receiving music "Imagine" with help raise awareness among a generation brought up with laptops, wireless internet, and I pods. Amnesty and staff at the International Secretariat are now starting to focus on younger age groups realizing human rights is an issue that should be a concern to us all.

Document/Report: **Language Strategy Review**

Consultant/Person in Charge: **Magda Walters**

Summary:

All documents that are created within the International Secretariat are published in four core languages. These languages include Arabic, English, French and Spanish. Most, if not all documents are first written in English and must wait to be translated into one of the three other languages. This can often be a lengthy process where urgent actions and other documents could easily take precedence.

Magda Walters is an independent consultant that has worked with many non-governmental organizations as well as non-profits including Unicef. Walters was introduced to the International Secretariat to oversee how documents are being translated and to share her opinions of the efficiency of only having only four languages. The Language Strategy Review looks at the big picture of the language aspect and the application of languages to the overall strategy of the organization. As to any organization, the need to communicate on an international basis is crucial, especially with an organization as powerful as Amnesty International.

The ability to have fast and accurate translations is essential for wide spread communication. Knowing where flaws or hold up occur and will help eliminate future problems within the language departments. Walters has yet to finish her complete evaluation on the effectiveness of only four core languages but hopes to present A.I. with her complete findings within the followings weeks

Appendix E – Relevant E-mails and Contacts

Dear Kristin,

My name is Antonia, I am assistant to Denise Searle at the International Secretariat.

Denise has asked me to coordinate logistics and schedule meetings for you and your team when you arrive at the I.S..

So far I have managed to schedule 10 meetings for you over next week and the week after. I will provide you with a detailed agenda when we meet on Monday morning.

Unfortunately Denise will be off site on Monday for most of the day, however I will be here to greet you, show you around, deal with any basic questions etc. I am arranging a meeting for you with Dan McQuillan and Michael Hammer, for Monday morning, as Dan and Michael have agreed to act as points of contact throughout your visit.

I have scheduled some time in Denise's diary on Tuesday 12pm, to have a chat with her, followed by your initial presentation at 1pm. Please could you give me a rough idea of what the presentation will entail, so I can ensure the correct people are invited. Also, should you will require any resources such as projectors/ white boards etc it would be great to know this as soon as possible.

Please could you also let me know what kind of IT facilities you will require. I realize you will be bringing 2 laptops - will you require internet access, access to our network etc.

Please do not hesitate to contact me via phone or email should you have any queries.

Thank you, and looking forward to meeting you all on Monday.

Antonia Bell
Assistant to Denise Searle
Communications & Campaigning
International Secretariat
Amnesty International
Tel:+44 207 413 5899

Hello Amnesty Office,

We are a group from Worcester Polytechnic Institute in Worcester, Massachusetts. We having been in London the past couple weeks and are working under Denise Searle completing a project for the London International Secretariat to help them assess their communication and information flow. Part of this project is to assess the information and communication flow to other global offices and I.S. sections. It would be extremely helpful if you could help us by answering a couple quick questions listed below. If you feel a conference call if more appropriate, that could be arranged at a time convenient for you. We can be contacted at amint05@wpi.edu Thank you very much for any help you can give us.

How often are you in contact with the London International Secretariat, and how often are you in contact with other global International Secretariat offices?

How much information does the London International Secretariat send you, and how often do you receive this information?

How much information do you receive from other global offices?

Thank you very much.

WPI Project Group
Erica Anderson
Kristin Collette
Todd Peterson
Jaclyn Therrien
amint05@wpi.edu

Hello,

We are the students from Worcester Polytechnic Institute in Worcester, Massachusetts. We have been working here for the past two weeks and are currently doing a project to help the I.S. with its information and communication flow. We understand everyone is very busy, and we do not want to take up too much of your time by attempting to set up interviews. Therefore, we thought it would be more convenient for you to answer this quick survey. Any participation would be greatly appreciated.

Where does your team/department/position get its information?

What processes do you perform to it?

Where do you send it?

How often do you keep in contact with your sources?

Do you see potential problems, and/or a benefit in the way information flows to and from your team?

If you have any questions or comments please feel free to email us at amint05@wpi.edu. Thank you for your time.

Sincerely,

The WPI Project Group
amint05@wpi.edu

Erica Anderson
Kristin Collette
Todd Peterson
Jaclyn Therrien

Sent to:

cdori@amnesty.org, aalaszew@amnesty.org, jstokes@amnesty.org,
kmclint@amnesty.org, ktaylor@amnesty.org, jphombey@amnesty.org,
mclark@amnesty.org, mgrunber@amnesty.org, rjanmoha@amnesty.org

Appendix F - Surveys



Worcester Polytechnic Institute, Project Group Survey

In conjunction with Denise Searle, Senior Director of Communications and Campaigning

Team/Program

Name (Optional)

1. Which form of communication do you rely on the most? (Please Circle)

- a. Phone
- b. E-Mail
- c. Personal Contact
- d. Office Mail
- e. Other (Please State) _____

2. Which form of communication do you find the most efficient and easy to work with? (Please Circle)

- a. Phone
- b. E-Mail
- c. Personal Contact
- d. Office Mail
- e. Other (Please State) _____

3. Please circle the department/team you have contact with on a daily basis.

- | | |
|--|---------------------------------|
| a. Communications and Campaigning | n. Africa |
| b. Resources | o. Asia and Pacific |
| c. International Law and Organizations | p. Americas |
| d. Human Resources | q. Europe and Central Asia |
| e. International Mobilization | r. Middle East and North Africa |
| f. Publications | s. Organizational Liaison |
| g. Media, Audio and Visual | t. Human Rights Education |
| h. Finance and Accounting | u. International Fundraising |
| i. Information Technology | v. Facilities Management |
| j. Information Resources | w. Campaigning |
| k. Fundraising | x. Other: _____ |
| l. Policy and Evaluation | |
| m. Regional | |

4. Please circle the department/team you have contact with on a weekly basis.

- | | |
|--|---------------------------------|
| a. Communications and Campaigning | m. Regional |
| b. Resources | n. Africa |
| c. International Law and Organizations | o. Asia and Pacific |
| d. Human Resources | p. Americas |
| e. International Mobilization | q. Europe and Central Asia |
| f. Publications | r. Middle East and North Africa |
| g. Media, Audio and Visual | s. Organizational Liaison |
| h. Finance and Accounting | t. Human Rights Education |
| i. Information Technology | u. International Fundraising |
| j. Information Resources | v. Facilities Management |
| k. Fundraising | w. Campaigning |
| l. Policy and Evaluation | x. Other: _____ |

5. Of those departments/teams which you have circled, which do you receive information from and which ones do you send it to?

Receive:

Send:

6. How useful do you find the intranet system currently being used at the I.S.?

- a. Very useful
- b. Somewhat useful
- c. Not useful
- d. I don't use the intranet

7. How often are you in contact with other programs/teams?

- a. Never
- b. Daily
- c. Weekly
- d. Monthly

8. How often are you in contact with other global offices?

- a. Never
- b. Daily
- c. Weekly
- d. Monthly

9. Approximately how many hours do you spend in meetings per day?

10. What is most frustrating to you on a daily level, in terms of receiving and sending information within the International Secretariat?

11. Are you ever in contact with where you send your information and documents, to ensure they were received? Do you ever receive voluntary feedback from said departments about your work?

12. What kind of information would you like to receive on a regular basis that you are not already receiving?

We appreciate your help in this matter and hope that this doesn't inconvenience you for we know the office is moving this week. If you have any questions email us at amint05@wpi.edu. Please return completed survey to Antonia Bell's mailbox by the morning of Monday the 11th. All who return a survey will be entered into a raffle to win a £15 gift certificate to a local coffee shop!

Matrix and Graph Key

AFR- Africa
AMR- Americas
ASA- Asia and Pacific
ECA- Europe and Central Asia
MENA- Middle East and North Africa
CP- Campaigns
MAV- Media Audiovisual
PUB- Publications
FAP- Finance and Accounting Program
FMP- Facility Management Program
ITP- Information Technology Program
IRP- Information Resources Program
IFP- International Fundraising Program
ILOP- International Law and Organisations
PEP- Policy and Evaluation programs
OLU- Organisational Liaison Unit
OSG- Office of the Secretary General
HRE- Human Right Education
HRP- Human Recourse Program
IMP- International Mobilatisation
CC- Communications and Campaigning Department
RES- Recourses Department

Appendix G- Organization Structure and Information Flow Diagrams

Figure One: Organization of I.S.

Amnesty International
International Secretariat
Management organizational chart (Organogram)
(Secretary General, Executive Deputy Secretary General, Senior Directors, Program Directors, [interim program directors])
 March 2005

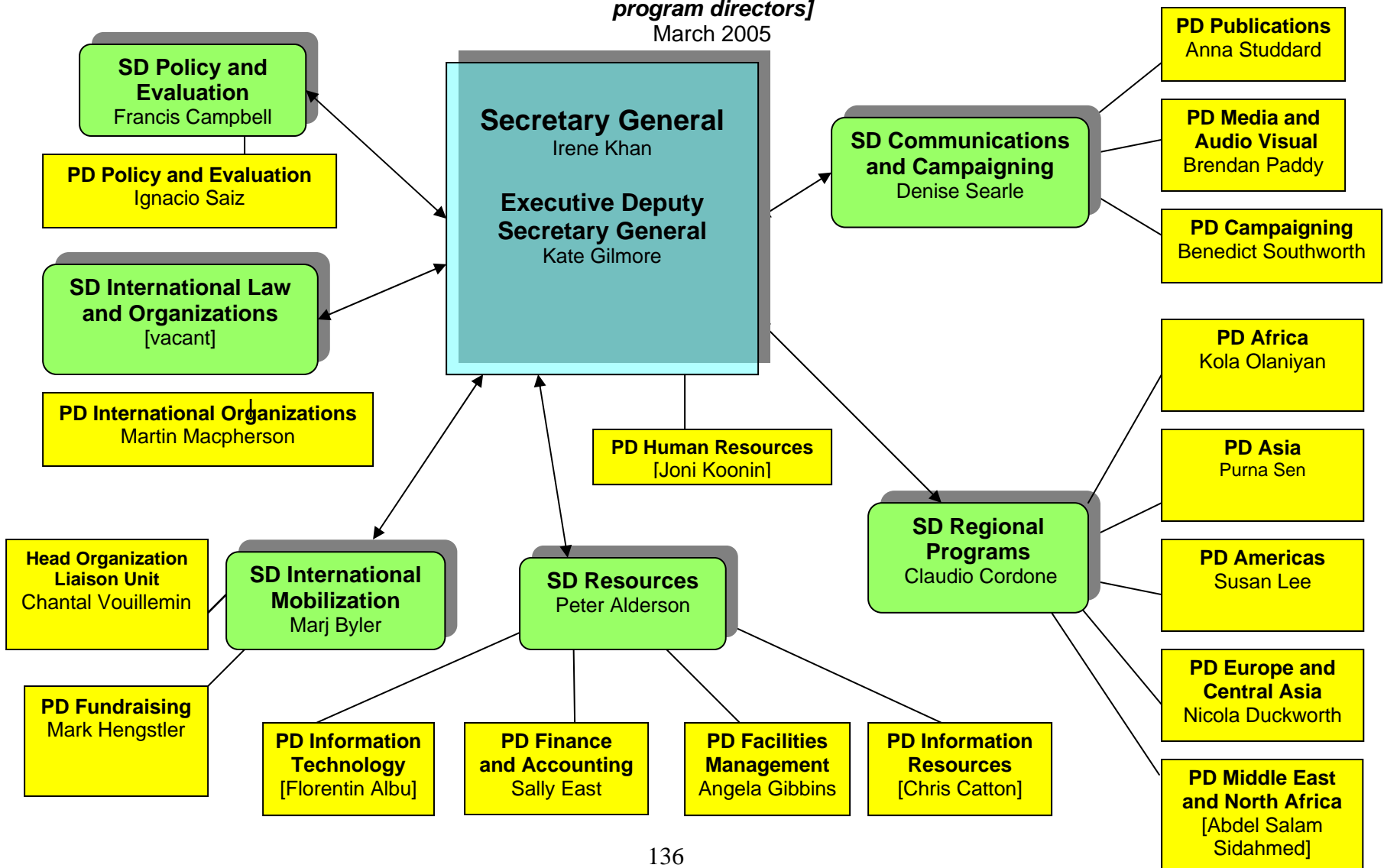
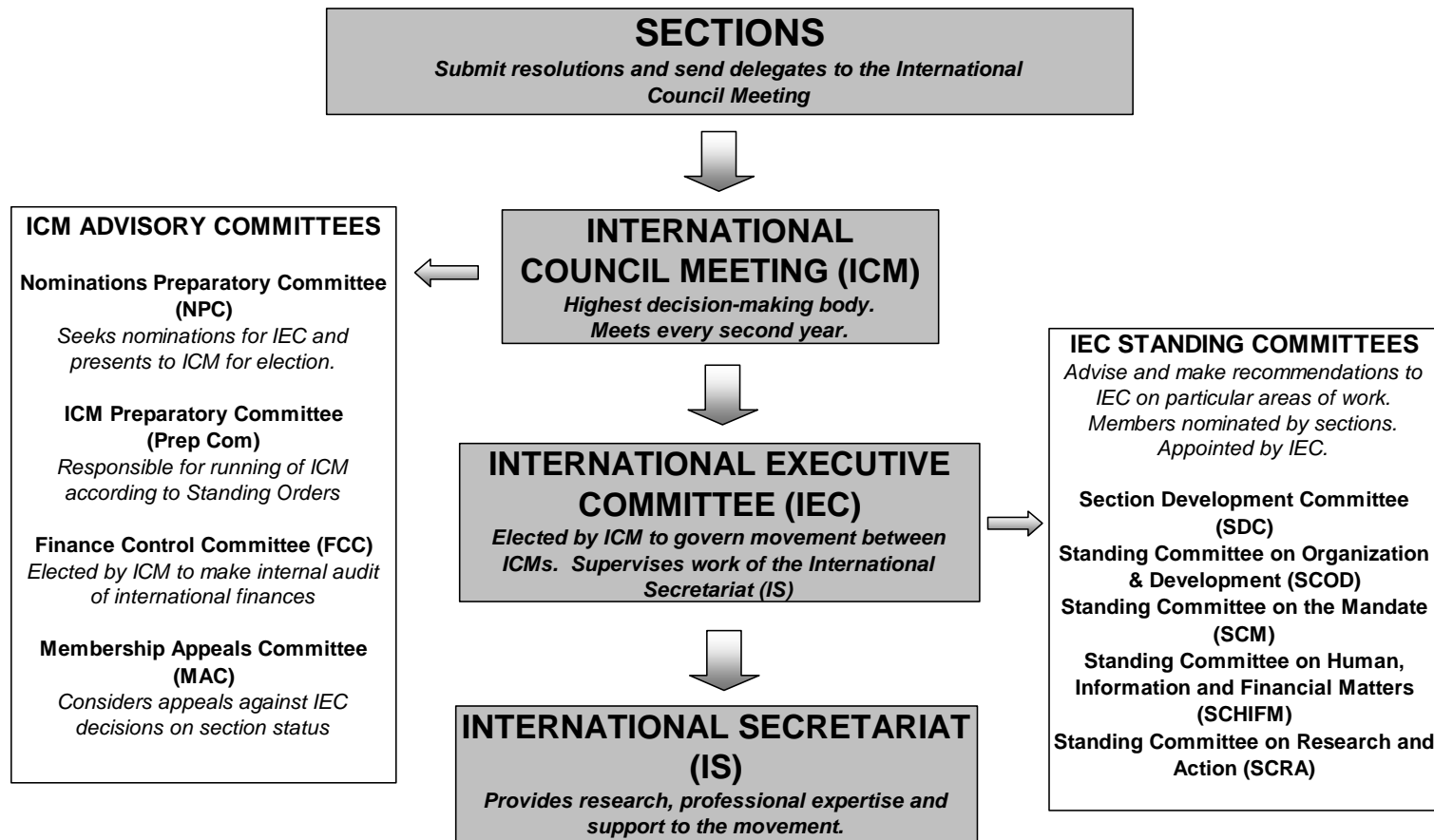


Figure Two: Decision Making Structure

AI'S INTERNATIONAL DECISION-MAKING STRUCTURE



Date Received	Department	Communication (Rely)	Communication (efficient)	Useful Intranet	Program Contacts	Contact with Global Offices	Hours in Mtgs.
5-Apr	IMP	e-mail	personal contact	very useful	daily	weekly	0.45
5-Apr	PUB	e-mail	e-mail	doesn't use	daily	weekly	4.00
6-Apr	Comm Camp	e-mail	e-mail	somewhat	daily	weekly	1.00
6-Apr	ITP	e-mail	personal contact	doesn't use	monthly	monthly	4.00
7-Apr	Fundraising	email	email/phone	not useful	daily	weekly	4.50
7-Apr	IFP	email	personal contact	doesn't use	monthly	monthly	0.00
7-Apr	IRP	email	email	not useful	daily	monthly	2.50
7-Apr	OSG	email/phone/personal	phone/email/personal	somewhat	daily	weekly	3.00
7-Apr	EDSG	email/personal	email/personal	doesn't use	daily	weekly(sections)	2.50
7-Apr	AMR	email	email	somewhat	never	weekly(sections)	1.50
8-Apr	ECA-EU Team	email	email	very useful	monthly	monthly	0.50
8-Apr	OSG\EDSG	personal contact	email	very useful			2.00
8-Apr	SD Comms	email	email	somewhat	daily	weekly	5.00
8-Apr	CP-Act	email/personal	personal contact	not useful	daily	weekly	3.00
8-Apr	EUR	email	email	very useful	monthly	never	0.50
8-Apr	MENA	email	personal contact	not useful	weekly	never	1.00
8-Apr	MENA	email	personal contact	not useful	daily	never	1.00
8-Apr	ILOP	email	email	somewhat	daily	daily	4.00
8-Apr	OSG	email	email	not useful	daily	monthly	0.00
11-Apr	Asia Pacific PD	email	personal contact	doesn't use	daily	weekly	4.00
13-Apr	AFR	email	personal/phone	not useful	weekly	daily	5.00
13-Apr	AMR	email	email	very useful	weekly	weekly	1.00
13-Apr	ASA	email	personal/phone/email	doesn't use	monthly	monthly	1.00
13-Apr	AMR	email	personal/phone	some/not useful	daily	daily	2.00
13-Apr	Fundraising	email	email	somewhat	daily	weekly	2.00
13-Apr	AV Resources	email	email/personal	somewhat	weekly	weekly	0.60

Figure Three: Survey Responses

Figure Four: Map of the Movement

Map of the movement

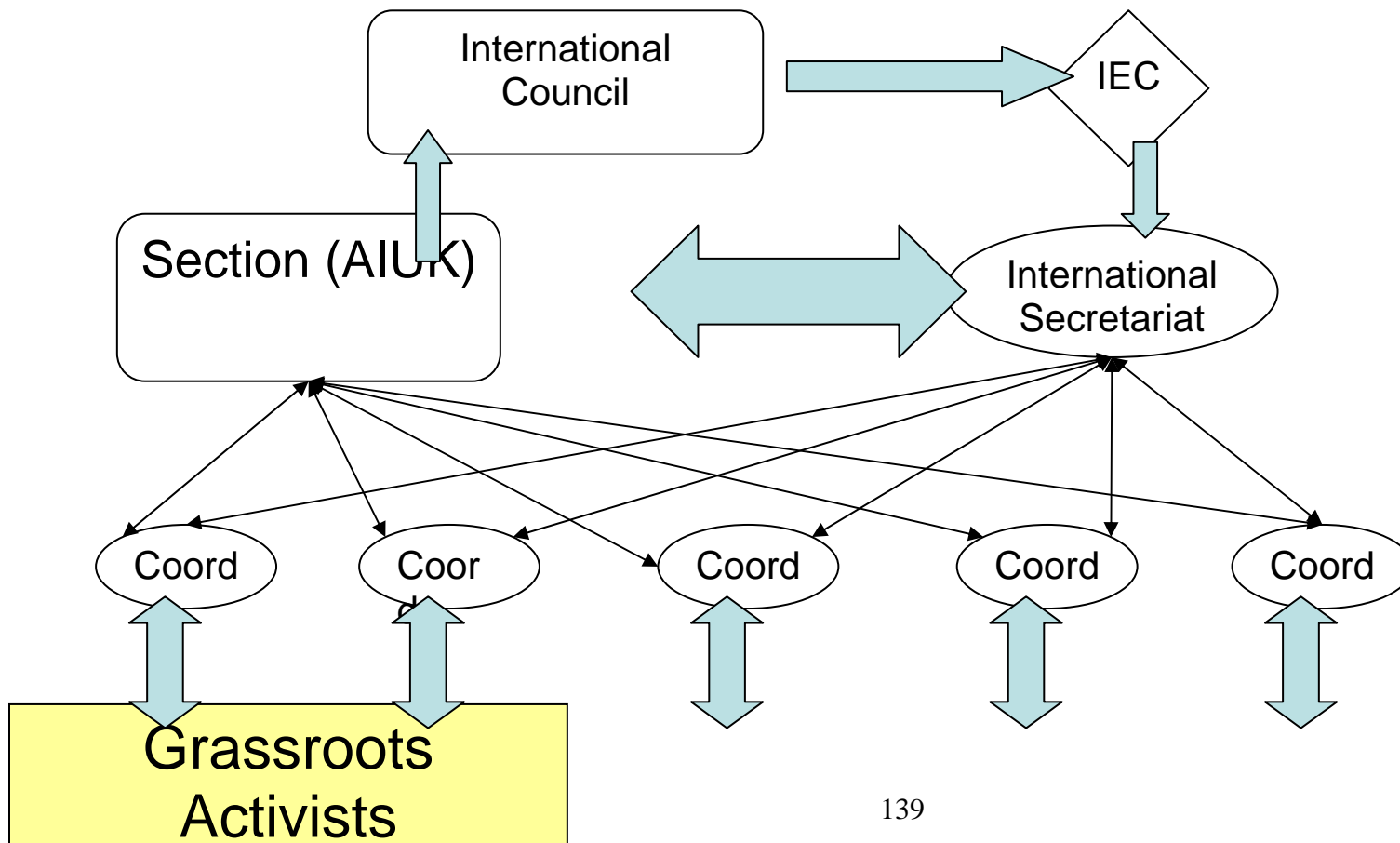
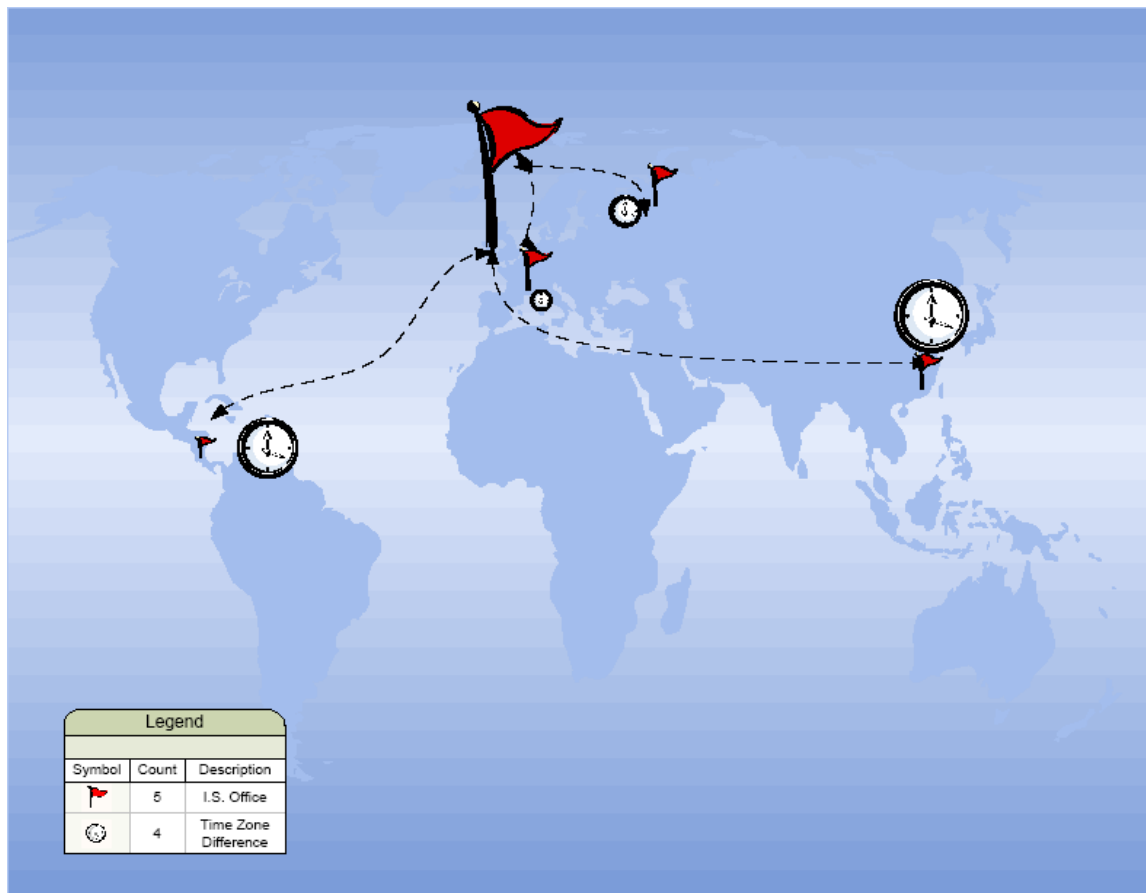
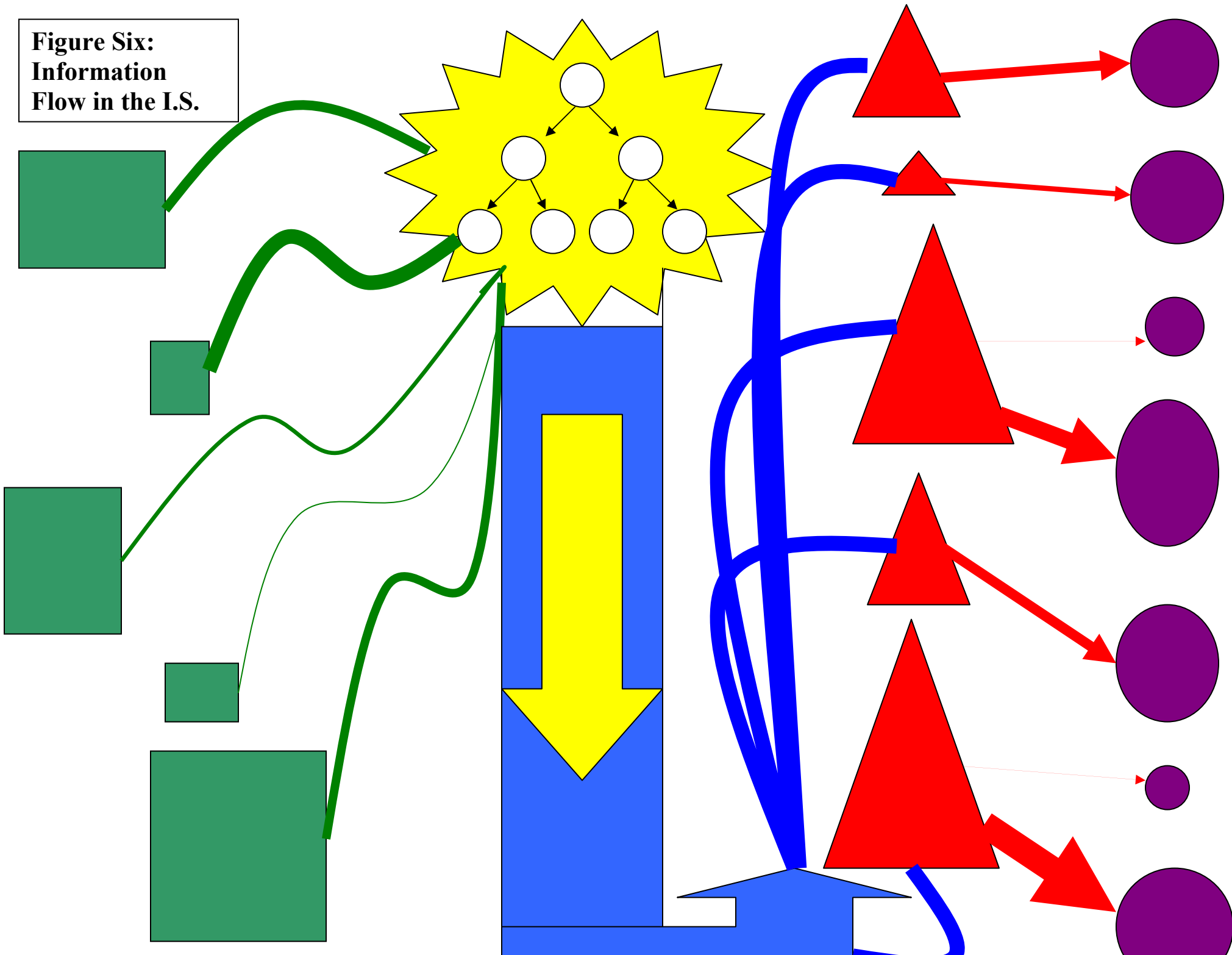


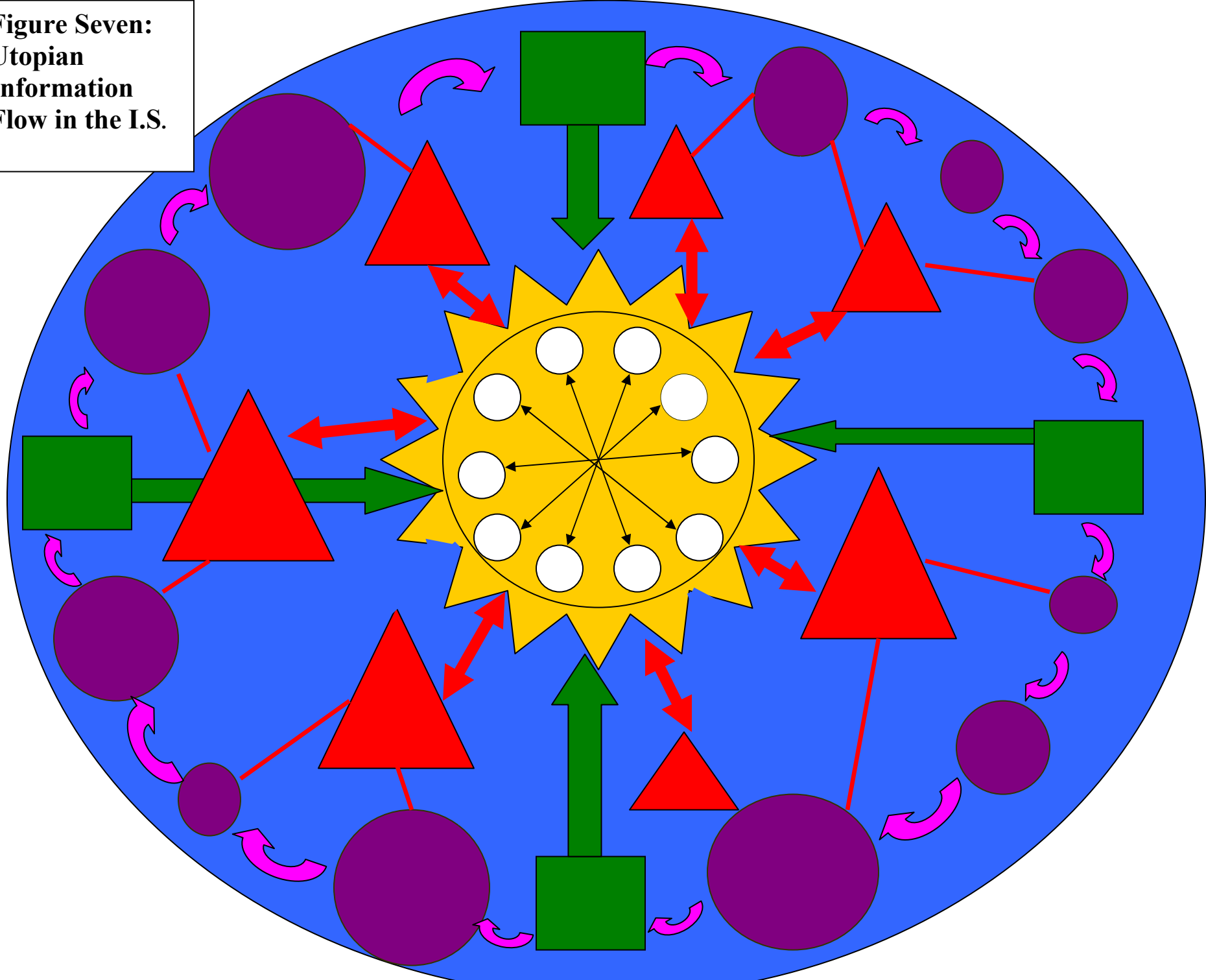
Figure Five: Map of I.S. Global Communication



**Figure Six:
Information
Flow in the I.S.**



**Figure Seven:
Utopian
Information
Flow in the I.S.**



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Executive Summary

This report prepared for the International Secretariat (I.S.) of Amnesty International (A.I.) is an evaluation of the London based office's communication, work culture and environment. Amnesty International is a non-profit, non-governmental organization that leads the worldwide movement of globally recognized human rights. It has a vision of "a world in which every person enjoys all of the human rights" (Amnesty International, 2005). The International Secretariat is the governing body of Amnesty International. Within the I.S. there are several different regional teams composed of researchers who dedicate their time solely to creating documents and reports that contains truthful facts of the human rights abuses occurring around the world.

The I.S. is the research based office which creates the Annual Report and presents its findings with the different national sections. Recently, with the introduction of the Integrated Strategic Plan (ISP), guidelines were set for the I.S. and A.I. to guarantee the organization upholds its commitment to human rights. Our group was brought in to highlight the problems facing the I.S. and suggest recommendations which adhere to the ISP.

To achieve the goal of helping the International Secretariat, our group first conducted interviews with various employees in the London I.S. office. From these interviews the group determined the structure and organization of the office and what problems each team encounters. After analyzing the interview notes, the group distributed 250 paper surveys to determine the information flow from team to team as well as determine common problems and opinions of the employees. Only 26 surveys were returned and the data from those was used to map the complexity of the communication flow through the I.S. office. Once the data was collected the group scheduled a focus group with researchers and the head of the web development team. The purpose of the focus group was to validate our findings thus far and gain feedback.

The London based International Secretariat has problems with its communication flow. One of the most prevalent problems facing the organization is the lack of feedback from teams after a document has been distributed. There is a lack of commentary from the recipient of a document both internally and externally, which inhibits the adaptability

of the organization. A cause for this lack of feedback could stem from the office's ad hoc work culture. Employees in the office are highly specialized in their field hesitate to share information. Adding to this problem of "ad-hocercy" (Oakes, 2005) would be the current database system and the physical layout of the office. The database system is not user friendly and does not filter incoming emails effectively. It was determined that a 81% of employees are in meetings for an average of 2 or more hours a day, which limits the time they are at their desks. Due to renovations, the London based International Secretariat is currently divided among three buildings. This physical separation of the offices hinders the ability for employees to have personal contact outside of meetings. Overall, the office itself contains highly dedicated personnel that do not communicate as efficiently as possible.

The group created recommendations to help alleviate the problems facing the International Secretariat and help the organization adhere to the ISP. The group recommended that a more user friendly database is implemented into the organization or training for Lotus Notes is given to employees. The IBM website has contact information where the International Secretariat can schedule training. This will decrease the amount of individual databases and create more centralized information flow.

After contacting by phone other I.S. offices and national A.I. sections it was discovered that most communication was done via email on a daily basis. Several of the sections and offices expressed frustrations with the document overload and the unavailability of the I.S. employees. One of the largest frustrations was that emails were not answered and I.S. employees could not be reached over the phone. Another frustration includes the lack of translation in the documents sent fm the I.S. Recommendations include document management and reformatting of documents, as well as the possible addition of another core language.

To alleviate the individualistic culture, the group determined a number of ways for the employees to communicate better. A few examples are first for the I.S. to promote community builders, place larger tables in the common rooms for employees to have lunch and once the renovations are completed have the employee's offices placed closer to teams they are in contact with the most. A bulletin board at the front entrance to the office with current announcements and a meeting room schedule would reduce the

amount of email sent to all employees just. Also, it would be beneficial if employees undergo communication and facilitator classes. The facilitator classes are for meetings to run smoothly and have each topic discussed in the allotted time, since a lot of the workday is taken up by meetings. These recommendations are but a few ways the International Secretariat can start to better the communication flow through its office.

In conclusion, a utopian world for the International Secretariat would be one with easy and efficient communication, rapid production of documents, the willingness of employees to share knowledge and a modern work environment. The group was able to create a list of recommendations that should help start the office attain such a goal. However, there were several gaps in research and problems encountered during the completion of this project that hindered the amount of recommendations the group could make. The gaps in research include communication with the I.S. and smaller A.I. sections, and one on one interviews with members of the regional teams. The I.S. was split into three offices and many personnel were not available to conduct interviews with or ask questions. Since there is such an overflow of e-mail in the office, many e-mails that were sent did not get read and therefore did not get a reply. To help the International Secretariat further, the group suggests another consultancy group be hired to cover the areas missed.

