

**AMNESTY
INTERNATIONAL**



Annual Report 2010



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About the Organisation

Organisation

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General Secretary

Lars Normann Jørgensen

Audit

Deloitte Statsautoriseret Revisionsaktieselskab



Management Statement

We have today submitted the 2010 Annual Accounts for the year ending December 31 to the Danish Section of Amnesty International.

The annual accounts have been prepared and submitted in accordance with the principles of the Danish Annual Accounts (Presentation) Act ("årsregnskabsloven"). It is our view that the accounting practices applied are appropriate, and that the annual accounts present an accurate picture of the Danish Section's assets and liabilities, financial status and result. In our view, the Financial Report of the Executive Committee presents an accurate picture of the matters described therein.

Copenhagen, March 12, 2011

General Secretary

Lars Normann Jørgensen

The Executive Committee

John Olsen
(Chair)

Charlotte Cecile Rénard
(Deputy Chair)

Mads Hyuk Jørgensen
(Treasurer)

Marianne Hammelboe

Jes Vestergaard

Mona Skriver

Lasse Hvid-Jørgensen

Roland R. Thomsen
(Substitute)

Report of the Independent Auditor

To the Executive Committee of Amnesty International, Danish Section

Auditor's Report

We have audited the annual accounts for Amnesty International, Danish Section, for the financial year ending December 31, 2010, comprising Accounting Policies, Profit and Loss Account, Balance Sheet and Notes. These annual accounts have been prepared in accordance with the principles of the Danish Annual Accounts (Presentation) Act ("årsregnskabsloven").

Our audit did not include the Executive Committee's general report on pages 51-71.

The Executive Committee's duties in preparing the annual accounts

The Executive Committee shall be responsible for the preparation and submission of annual accounts presenting a true and fair view of the Section's financial position in accordance with the principles of the Danish Annual Accounts (Presentation) Act. This responsibility shall include the setting up, implementation and maintenance of internal auditing procedures relevant to preparing and submitting annual accounts which will present a true and fair view of the Section's financial position without material misstatement – irrespective of whether this might be due to fraudulent intent or error – having chosen and applied appropriate accounting policies and made such accounting estimates as are deemed reasonable in the circumstances.

Duties of the Auditor and audit procedures

It is our duty to express a conclusion – based on our audit – on the annual accounts. We have conducted our audit in accordance with Danish auditing standards. These standards require that we comply with ethical requirements and plan and perform the audit in such a manner as to obtain reasonable assurance that the annual accounts contain no material misstatement.

An audit shall include actions to obtain verification of figures and information stated in the annual accounts. Such actions undertaken shall depend on the auditors' assessment, including the auditors' assessment of whether there is any risk of misstatements in the annual accounts, whether due to fraudulent intent or error. As part of the auditors' risk assessment, the auditors assess any internal auditing procedures and their relevance to the Danish Section's preparation and submission of annual accounts that present a true and fair view of the Section's financial position, with a view to setting up appropriate audit actions according to circumstances although not with the purpose of expressing any conclusion on the Section's internal auditing procedures. Auditing shall further include our assessment of whether accounting policies applied and accounting estimates made by the management can be deemed to be appropriate and reasonable, as well as our opinion of the presentation of the annual accounts in general.

It is our opinion that the auditing material obtained represents an adequate and appropriate verification basis for our conclusion.

Conclusion

In our opinion the annual accounts present a true and fair view of the Section's assets and liabilities and financial position at December 31, 2010, and of the annual results of the Section's activities in the financial year from January 1 to December 31, 2010, in compliance with the principles of the Danish Annual Accounts (Presentation) Act.



Report of the Independent Auditor

Statement on the Executive Committee's report

The Executive Committee shall be responsible for preparing and submitting a financial report presenting a true and fair view in compliance with the principles of the Danish Annual Accounts (Presentation) Act.

Our audit did not include the Executive Committee's financial report, but in compliance with the principles of the Danish Annual Accounts (Presentation) Act we have read the financial report. We have not carried out any further actions over and beyond completing the said audit of these annual accounts.

Against this background, it is our view that the information in the Executive Committee's financial report is in accordance with the annual accounts.

Birkerød, Denmark, March 12, 2011

Deloitte

Statsautoriseret Revisionsaktieselskab

René H. Christensen
State-authorized public accountant

Birgit la Cour Petersen
State-authorized public accountant

Auditor's Report, Internal Audit

We have followed the Finance Committee's work in the course of the year under review and have thereby been informed of the Section's financial development.

Overall, financial dispositions have been in accordance with the decisions of the National Council Meeting.

Although membership has increased, the financial result has been considerably below budget.

This is primarily due to the fact that activities to recruit new members have cost more than originally budgeted. In this connection, we have observed inappropriate routines in terms of budget control and financial reporting. We have been informed that initiatives have been undertaken to avoid similar situations in the future.

The Danish Section is one of the largest contributors to international work. In addition to its financial contributions, the Danish Secretariat makes its expertise available for international work and to other sections. An effort is made to render the financial extent of this work visible.

We have no further comments to the accounts.

March 9, 2011

Else-Marie Bisp
Internal Auditor

Niels Erik Markussen
Internal Auditor

Accounting policies

The annual accounts of Amnesty International, Danish Section, have been submitted in accordance with the principles of the Danish Annual Accounts (Presentation) Act.

The annual accounts have been prepared in accordance with the same accounting principles as last year.

In accordance with the organisation's new strategy approved at the 2009 ICM, costs in the 2010 profit and loss accounts will be broken down according to the objectives of the new integrated strategic plan, ISP. The comparative figures for 2009 are shown as an entry in the results and are specified in note 35.

Recognition and calculation of assets and liabilities

Assets are recognised in the balance sheet when – based on an earlier event – it is deemed likely that future financial assets will accrue to the Section and the value of the asset can be reliably calculated.

Liabilities are included in the balance sheet where – as a result of an earlier event – the Section has a legal or actual commitment, or when it is deemed likely that future financial assets will no longer accrue to the Section and the liability in question can be reliably calculated.

When first factored in, assets and liabilities are calculated at cost price. Calculation after initial recognition is carried out as described for individual items below.

Recognition and calculation take into account foreseeable liabilities and losses which occur before the annual accounts are submitted, and which confirm or disprove risks in existence on the date of the balance sheet.

Income is recognised in the profit and loss statement at the date of the judicial acquisition of rights. The acquisition of rights for income is in the majority of cases the actual time of payment.

Profit and Loss Account

Revenue

Subscriptions and group dues are credited at the day of payment.

The recognition date for legacies is the date of actual disbursement.

Interest is included as net revenue in a separate entry.

Expenditure

Expenses are attributed to the financial year in which they were incurred.

Expenses are allocated to individual strategy goals listed in the profit and loss account. See the allocation basis for the financial year.

Accounting policies

Balance sheet

Tangible fixed assets

Alterations to rented premises, IT systems, and fixtures and fittings are calculated at cost price after deduction of accumulated depreciation and other value adjustment of capital assets.

Cost price includes acquisition costs plus any other costs directly linked to the acquisition until such time as the asset in question is ready for use.

The basis for depreciation is cost price with the addition of any appreciation, after deduction of any residual value at the end of the asset's useful life. Straight-line depreciation is applied based on the following assessment of the expected useful life of assets:

| | |
|---|----------------|
| Alterations to rented premises, fixtures and fittings | 5 years |
| <i>IT systems and development</i> | <i>3 years</i> |

Tangible fixed assets are depreciated until the point of recovery value, if this is lower than the book value.

Financial fixed assets

Securities under financial fixed assets include listed shares and debentures – calculated at current value (stock exchange quotation) on the balance-sheet date.

Inventory

Goods in stock are valued at the lower of cost price, calculated according to the FIFO method, or net realisable value.

The cost price for commercial products includes the acquisition price plus delivery costs.

The net realisable value of any stocks is calculated as the expected sales price after deduction of sales costs.

Receivables

Receivables are calculated at amortised cost price which normally corresponds to the nominal value after depreciation to meet expected losses.

Accruals

Accruals recognised under assets include costs relating to the next financial year which have already been paid. Accruals are calculated at cost.

Accounting policies

Net capital

Results in Amnesty's Committee for Financial Support and other groups are calculated directly as part of the Section's net capital.

Debt

Debt is calculated at amortised cost price which usually corresponds to the nominal value.

Derivatives

Derivatives are calculated at cost price when initially recognised in the balance sheet, and subsequently at current value. Derivatives are recognised as other receivables or liabilities respectively.

Changes in the current value of derivatives which are classified as – and which meet the condition of covering the current value of – an included security or liability, are recognised in the profit and loss account along with any changes in the value of the covered asset or liability. All other changes are recognised in the profit and loss account as financial items.

Translation of foreign currencies

Transactions in foreign currencies are calculated at the rate of exchange on the day of the transaction when first recognised. Receivables, liabilities and other financial items in foreign currencies that have not been settled by the balance-sheet date are calculated at the exchange rate on that date. Exchange differences arising between the rate on the day of transaction and the rate on the date of payment or the balance-sheet date, are recognised in the profit and loss account as financial items.

Financial Report of the Executive Committee

Core activities

Amnesty International is a global, democratic organisation, its purpose being to ensure that the Universal Declaration of Human Rights should apply to all human beings.

We document, inform and act quickly and effectively with the purpose of preventing or halting all serious violations of Human Rights.

It began with a newspaper article ...

It all began in May 1961 when a British barrister, Peter Benenson, was reading his morning newspaper on the London Underground. His eye fell on an article about two Portuguese students who had been imprisoned for drinking a toast to liberty while sitting in a café. He reacted by writing an article entitled “The forgotten prisoners”, which was subsequently published by The Observer on May 28, 1961. In the article he invited readers to take part in a campaign to free the thousands of prisoners languishing in prisons all over the world because of their – non-violent – political or religious beliefs. These were prisoners who had neither used violence nor encouraged violence. That is why he called them prisoners of conscience – a concept Amnesty International has worked with ever since. The campaign was to have lasted until the end of that year, but the interest aroused was enormous, and the task too immense to be achieved in so short a time. Which is why Amnesty International was set up.

It's global ...

Today, Amnesty International has approx. 3.2 million members and contributors across 140 countries and regions. More than 50 countries have Amnesty Sections, structures and pre-structures, and there are thousands of local Amnesty groups and networks. In London, approx. 500 employees and volunteers run Amnesty International's International Secretariat (IS) carrying out the thorough research necessary to supply national sections with documentation and materials for appeals, campaigns and actions. Globally, Amnesty International employs approx. 2,000 employees. The 2010 annual report covered AI's focus on Human Rights issues in 159 countries globally.

Democratic ...

Every two years, representatives from Amnesty International's sections and structures send a number of delegates to the International Council Meeting (ICM), the organisation's highest authority – including the Danish Section. The Danish Section is headed by an Executive Committee consisting of seven members elected at the annual general meeting of the Danish National Council – at which all AI members have the right to participate and the right to vote.

... and financially and politically independent

Amnesty International is financially and politically independent. The Organisation's work is carried out based entirely on members' voluntary work and financial support, with additional financial support from private individuals, companies, trade unions and trusts, and receipts from the Danish National Pools / Lottery Funds.

Financial Report of the Executive Committee

Internationally acknowledged and respected

Amnesty International is widely acknowledged and respected all over the world. The Organisation has the right to address the United Nations and is invited to participate in the preparation of international Human Rights proposals. Amnesty International has taken the initiative for a number of conventions in recent decades, including the Convention against Torture. In 1977 Amnesty International was awarded the Nobel Peace Prize, and in 1992 the Olof Palme Prize.

Amnesty International, Danish Section

The Danish Section was founded in 1964. At the start of 2011 it had a total of 101,101 members and contributors. Its day-to-day work is co-ordinated from its secretariat in Copenhagen employing 43 permanent staff and a number of trainees and volunteers. It processes documentation and information from London relating to the appeals, campaigns, actions, etc., in which AI's Danish members and others are involved.

Key indicators over a five-year period

| | 2010 | 2009 | 2008 | 2007 | 2006 |
|--|---------|--------|--------|--------|--------|
| Members and contributors | 101,101 | 95,106 | 89,324 | 86,901 | 80,832 |
| Local associations | 29 | 32 | 32 | 39 | 43 |
| Writers, LifeLine ^{*)} | 19,988 | 23,601 | 11,563 | 7,506 | 10,891 |
| Writers, "Skriver for liv" ^{**)} | 81,671 | 70,622 | 26,410 | 20,700 | 14,439 |
| Permanent employees | 43 | 42 | 41 | 38 | 38 |
| ATP full-time employees | 84 | 62 | 61 | 59 | 59 |
| Revenue (DKKm) | 77.6 | 72.8 | 68.4 | 61.0 | 54.2 |
| Expenditure (DKKm) | 58.7 | 53.8 | 48.7 | 46.0 | 42.8 |
| Contributions to international work (DKKm) | 19.9 | 17.3 | 16.5 | 11.8 | 10.9 |
| Annual result (DKKm) | -1.0 | 1.8 | 3.2 | 3.2 | 0.5 |
| Net capital (DKKm) | 16.4 | 17.5 | 15.7 | 12.4 | 9.1 |

^{*)} The reduction in the number of recipients of LifeLine in 2010 was due to an in-depth review of less active participants in order to enhance the quality of the effort.

^{**)} The letter-writing campaign, Skriver for liv, was integrated into Amnesty's newsletter in 2009. This explains the marked increase in the number of subscribers. The increase from 2009-2010 reflects the increase in membership as well as non-members subscribing to the newsletter.

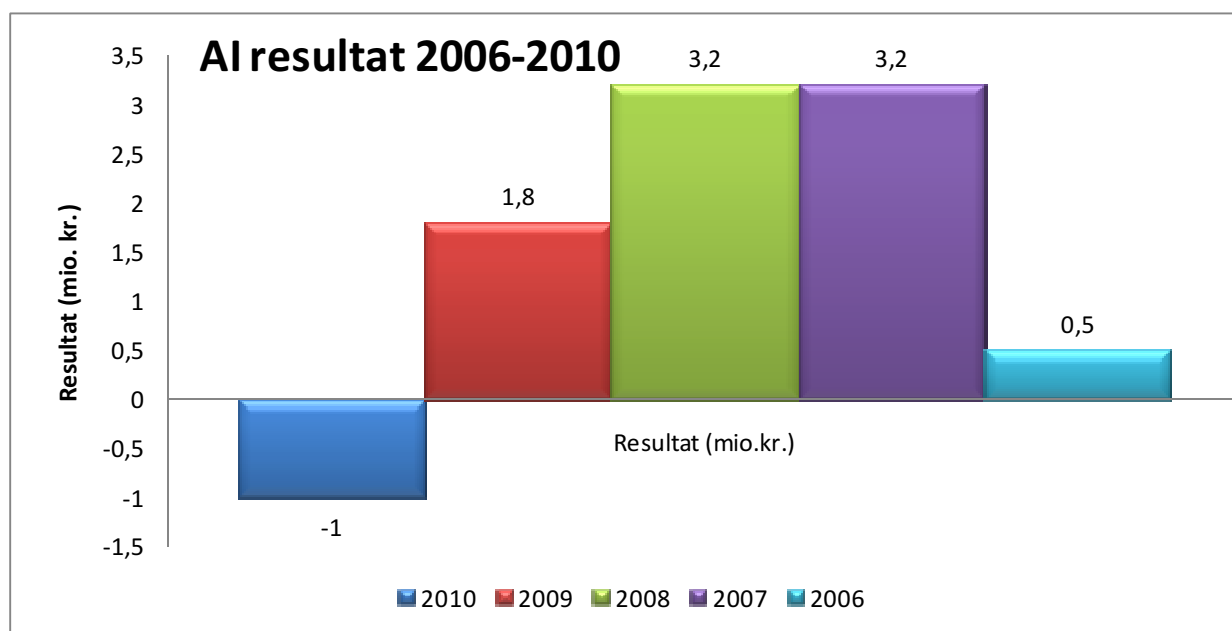
Financial Report of the Executive Committee

Development of activities and finances

At the end of 2010 the Danish Section had 101,101 members and contributors – surpassing its 2010 target of 100,000 members. This represents a net increase of 5,995 members – or 6.3% – over 2009 figures. The Danish Section continues to focus on increasing its membership, ensuring a strong influence in Danish society, and expects membership to continue growing in the years ahead.

The increase in membership has contributed to increased revenues for the Section on a par with the target for growth set in the Section's strategy plan for 2010-2015. The Section's improved situation makes it possible to initiate several new high-profile campaigns and conferences, particularly developing Amnesty Interactive and phasing out Amnesty Impact.

The Danish Section also continued to make significant contributions to international work. In addition to steadily increasing assessments – the contribution which the Danish Section ring-fences for international work via the IS – the Danish Section was able to contribute funds to the EU-based campaign relating to non-discrimination and to IMT-based contributions to the Faroese and Ghanaian Sections of Amnesty International. The Section's contributions, over and beyond the assessment, came to a total of DKK 1.6m in 2010. Furthermore, the Danish Section made further loans available to FIF (the Fundraising Investment Fund). The Section's loan to FIF stands at GBP 200,000 as per December 31, 2010.



The result for the year is a net loss of DKK 1.0m compared with a net capital inflow of DKK 1.8m in 2009 and a budget for 2010 of DKK 2.0m.

In 2010, assets were invested in recruiting new members thereby improving the basis for future revenue.

Financial Report of the Executive Committee

The financial result for the year was satisfactory in terms of revenue but expenditure exceeded the budget making the overall result negative. This investment was deemed necessary to ensure development and positive results in the future.

Notes on individual account items

The breakdown of the profit and loss account will no longer follow the structure of the previous strategy plan with its 15 goals, but will reflect the ISP, the international, integrated strategic plan for 2010-2015, which will form the structure of the Danish Section's accounts for this period. The ISP was adopted at the 2009 ICM.

- The "Human Rights Change" perspective (C1-C4)
- The "Partnership" perspective (P1-P3)
- The "Excellence" perspective (E1-E4)
- The "Invest to Learn and Grow" perspective (L1-L4)
- The "Resources" perspective (R1-R3)

The structure makes it possible for the reader to assess achievements in individual areas on the basis of the corresponding resources spent. See the attached ISP overview.

The Danish Section's total expenditure has been broken down on the basis of an appraisal of the application of resources in each individual area. Salaries and overheads have been broken down according to the same principles.

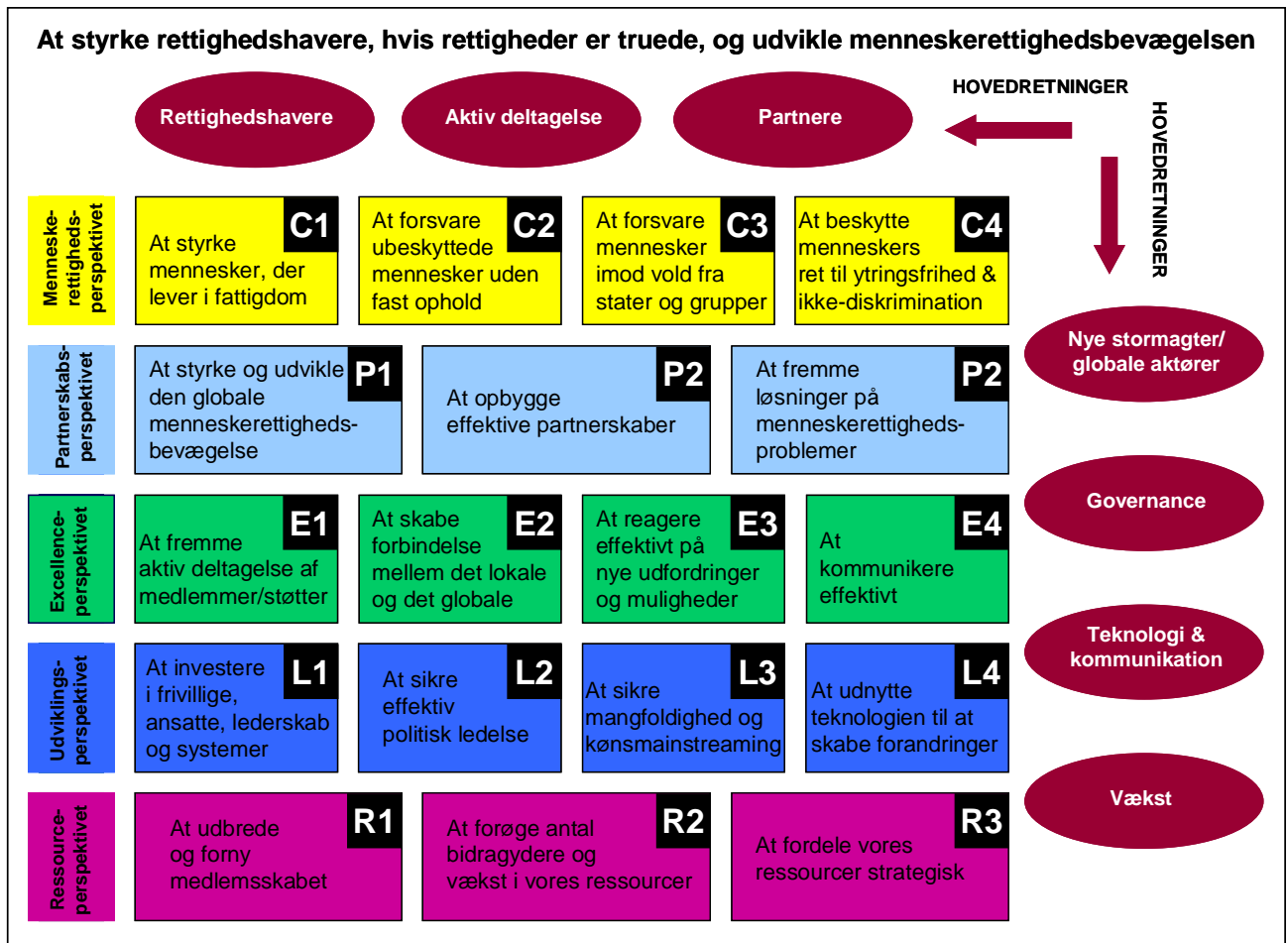
The individual ISP objectives are described as part of the Executive Committee's general report.



Financial Report of the Executive Committee

Revenue

Total revenue is DKK 77.6m – an increase over the previous year of DKK 4.8m, an increase of 6.6%.



This increase sits comfortably with international growth targets for 2010-2015 – the Danish Section has actually exceeded this target.

Revenue from members and contributors

Revenues from members' and contributors' subscriptions and general contributions made up DKK 70.1m in 2010 corresponding to 90.3 % of total revenue, an increase of DKK 6.7m over 2009.

Legacies

The recognition date for legacies is the date of disbursement, and amounts can vary considerably from year to year. In 2010 the Danish Section received DKK 5.3m in legacies – a decrease of 1.7m compared with 2009, which was a record year.

Financial Report of the Executive Committee

The portfolio of legacies to which the Danish Section has acquired the right, but which have not yet been disbursed, is worth approx. DKK 4,41m on the date of the balance sheet.

Trusts and trade unions

As part of its fundraising activities the Danish Section has applied to various trusts for funds, and in 2010 the Section received a total of DKK 20,000 from this source. In addition, trade unions have supported the Section with a total of DKK 65,000.

Receipts, National Pools / Lottery Funds

The Danish Section also applied for monies from the Danish National Pools / Lottery Funds, and in 2010 received DKK 1.2m from the administrative fund specified for "other non-profit organisations" and DKK 550,000 from the fund for "concrete purposes".

Local associations and groups

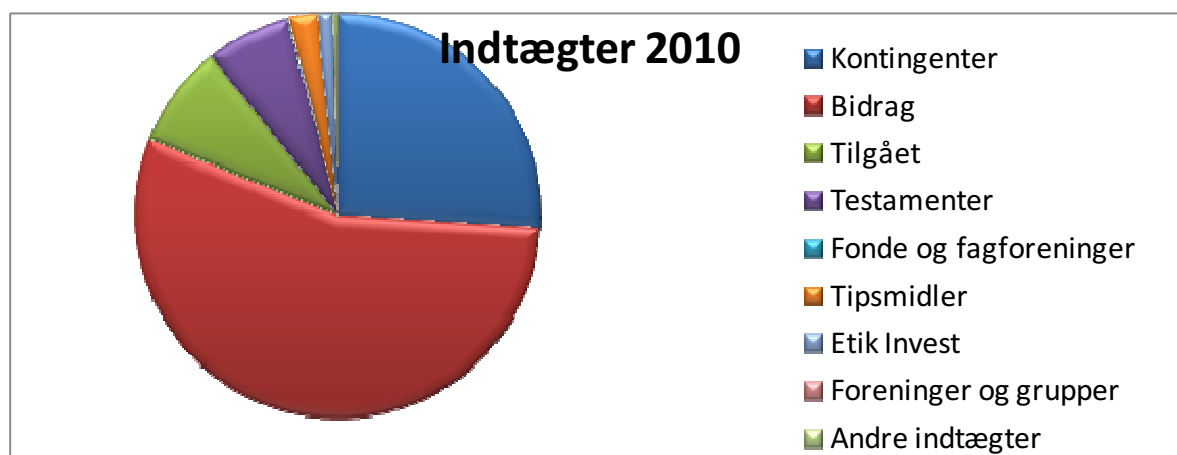
In 2010 the Danish Section's local associations and groups contributed a total of DKK 45,000.



Financial Report of the Executive Committee

Breakdown of revenue

Overall, the Danish Section's 2010 revenue breaks down as follows:

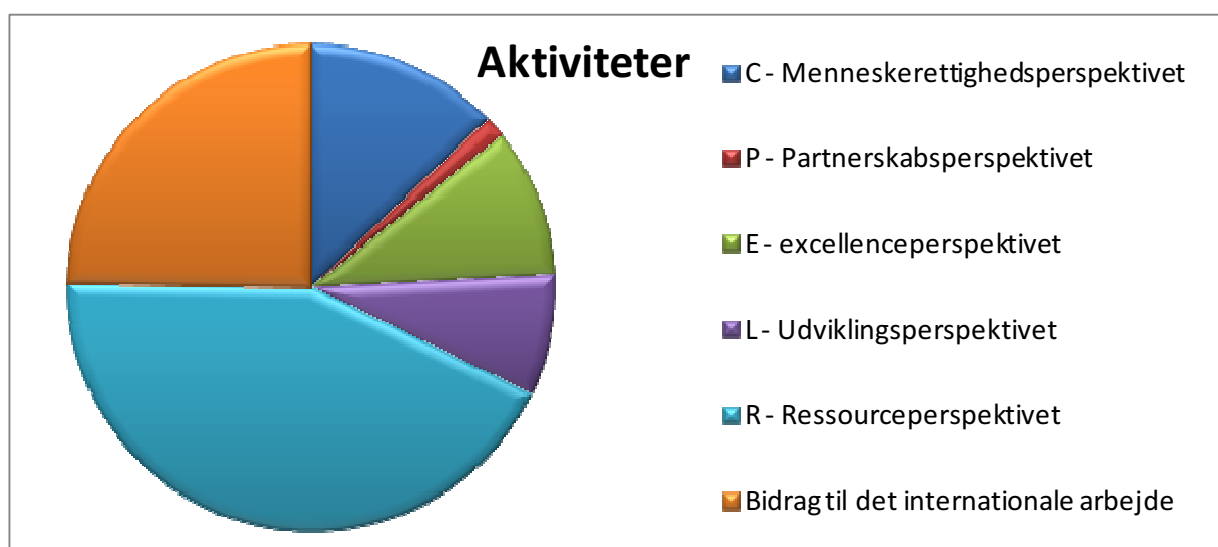


* Members joining in 2010: Subscriptions and personal contributions from members joining the organisation in the course of the year.

Expenditure on activities

Total expenses were DKK 78.7m, an increase of DKK 7.6m (11%) above 2009.

See below for the breakdown of expenses for the main strategies making up the action plan:





Financial Report of the Executive Committee

Overheads

In 2010, overheads, as specified in note 21, totalled DKK 26.7m. The increase of DKK 1.8m over the previous year was primarily due to the scheduled increase in activity levels and natural increases in consumption and prices.

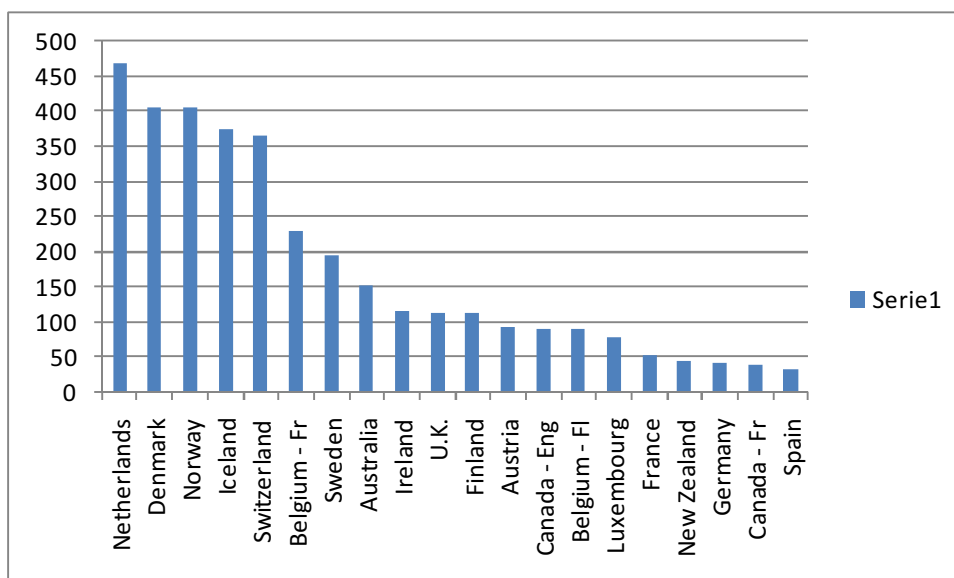
An estimate has been calculated of the consumption of resources for each member of staff for each goal of the strategic plan. On this basis and in compliance with the principle of complete allocation of expenditure, the overheads have been broken down according to the employee resources allocated to individual objectives in 2010. Notes 2-20 show the total, estimated overheads for each individual area.

Financial contributions to international work

The Danish Section's contribution to international work made up a considerable proportion of total expenditure in 2010, DKK 19.9m, and – over and above the assessment – includes contributions to EU-based campaigns and to the development of other sections generally. Compared with 2009 figures, international contributions have risen by DKK 2.7m.

Assessments are contributions to Amnesty International's international work remitted by the organisation's national sections, calculated on the basis of the net revenue for the section in question over the two previous years.

Based on the increase in recent years of the Section's net capital inflow, the Danish Section is the eighth-largest contributing national section in absolute figures. Seen as a ratio based on the size of the population, the Danish Section shares a proud second place in the world only surpassed by The Netherlands as shown below.



Financial Report of the Executive Committee

Contributions to international work in compliance with the ISP

At the International Council Meeting held in Turkey in August 2009 it was agreed that it would be necessary for national sections to contribute to international work over and beyond normal assessments. The Danish Section, having contributed DKK 1.6m in addition to its 2010 assessment, has complied with this agreement.

Additional contributions are planned for 2011 for the so-called flagship activities of the organisation, European co-operation (ERS) and global projects (GPS). These are large projects to which the entire organisation is currently committed.

Financial items

In 2010 the Danish Section invested in debentures in compliance with its investment strategy. In 2010 this debenture portfolio returned a yield of 4%, which must be considered satisfactory.

Amnesty's Committee for Financial Support

A portion of the Danish Section's assets is ring fenced; any yield must be allocated to Human Rights activities with various objectives. In 2010, allocations by the Committee for Financial Support totalled DKK 180,000.

The ring-fenced funds in question – which represent part of the Danish Section's reserve funds – total DKK 3.1m as at December 31, 2010.



Financial Report of the Executive Committee

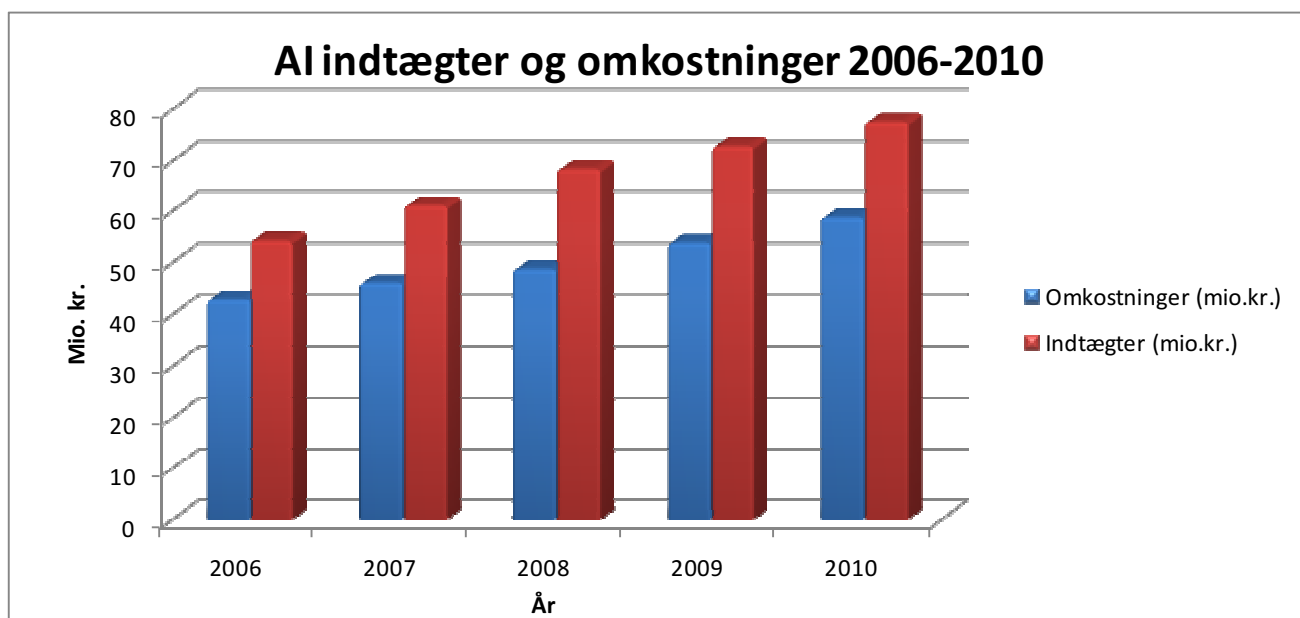
Result for the year

The net result for 2010 after deduction of the assessment and other contributions to international work is a deficit of DKK 1.0m.

The 2010 result is DKK 3.0m under budget in the year under review.

The development of the interrelation between the Danish Section's revenue and expenditure is illustrated below:

(DKKm)



* Costs excl. international assessment

Current assets

The main changes in the Section's liquidity compared with 2009 are indicated in the cash-flow statement below.

| | |
|---------------------------------------|---------------|
| | 2010 |
| | (DKKm) |
| Liquidity at December 31, 2010 | 6.3 |
| Value adjustment | 2.0 |
| | <hr/> |
| | 8.3 |
| Deductions | |
| Result for the year | (1.0) |
| Changes in current liabilities | (0.5) |
| Value fluctuation, current assets | (1.2) |
| Investments in 2009 | (3.0) |
| | <hr/> |
| Liquidity at December 31, 2010 | 2.6 |
| | <hr/> |



Financial Report of the Executive Committee

Building up liquid reserves

In compliance with resolutions of the ICM (International Council Meeting), the Danish Section must build up liquid reserves to ensure that it can always meet its obligations.

The Danish Section continues to focus on risk management, and adheres to very conservative policies for investment and reserves.

The Executive Committee previously decided that the Danish Section would build up a liquid reserve fund in compliance with the principles of the international guidelines. The purpose of the reserve fund is to offset any fluctuations in the Section's revenue.

Net capital

Net capital amounts to DKK 16.4m after deduction of the result for the year, DKK -1.0m.

In view of its 2011 budget – approved by the Danish Section's Executive Committee in December 2010 – and financial expectations generally, the Danish Section considers itself capable of overcoming any general financial fluctuations.

Notes

For a description of the Section's activities in 2010, see the Executive Committee's general report on page 51 below, the members' magazine, Amnesty, and the Section's website at www.amnesty.dk.

Social Responsibility

The Danish Section has for a number of years been focusing on CSR (Corporate Social Responsibility), the social and ethical responsibility of organisations and corporations. The submission of CSR reports is mandatory for listed companies, but optional for other organisations.

Based on this focus, with effect from 2010 the Danish Section will report on CSR in order to increase transparency and social responsibility. Inspired by ISO26000 and the UN Global Compact principles (UNG), the present chapter highlights areas considered relevant to the Danish Section, such as:

- Employee diversity
- Management behaviour
- Workplace environment and working conditions
- Partnerships
- Purchasing
- Ethical fundraising

The internal figures quoted are based on the number of permanent employees.

Financial Report of the Executive Committee

Employee diversity

The Danish Section is opposed to discrimination and has set up a diversity policy in order to secure diversity and a creative and competent place of employment.

The policy means that the Danish Section focuses on the recruitment of employees from a *different ethnic background*, as defined by Danmarks Statistik (Statistics Denmark) i.e. employees from non-Western countries. Applicants from a different ethnic background will be given priority in a recruitment process, if the applicant's qualifications are as good as those of other candidates.

It is the objective of the Danish Section that at least 10% of its employees should be from a different ethnic background. In 2010, 9% of the Danish Section's employees were from a different ethnic background.

The Danish Section also focuses on disabilities, age and gender.

As with ethnicity, candidates with a disability will be given priority, if the applicant is as qualified for the job as the other candidates. In 2010, the Danish section had one permanent employee with a disability.

The average age of employees working in the Danish Section is relatively low. This is often the case in NGOs. The Danish Section is conscious of the need to rectify this; there are several possibilities for recruiting employees from across the age groups in the Section.

The gender distribution is relatively balanced in the Danish section – 23 women and 21 men.

At the end of 2010, gender distribution was as follows broken down according to departments:

Table 1.1 Gender distribution based on departments – number of employees and percentages

| Department | No. of women | No. of men |
|----------------------------|--------------|------------|
| General offices | 5 (50%) | 5 (50%) |
| Fundraising | 8 (35%) | 15 (65%) |
| General secretariat | 1 (20%) | 4 (80%) |
| Communication | 9 (82%) | 2 (18%) |
| Policy | 6 (60%) | 4 (40%) |

There is also a degree of imbalance in the gender distribution of the management group where one third of managers are women and two thirds men. The Danish Section is conscious of the need to rectify this, and in future the Section will continue to focus on obtaining a more balanced gender distribution.

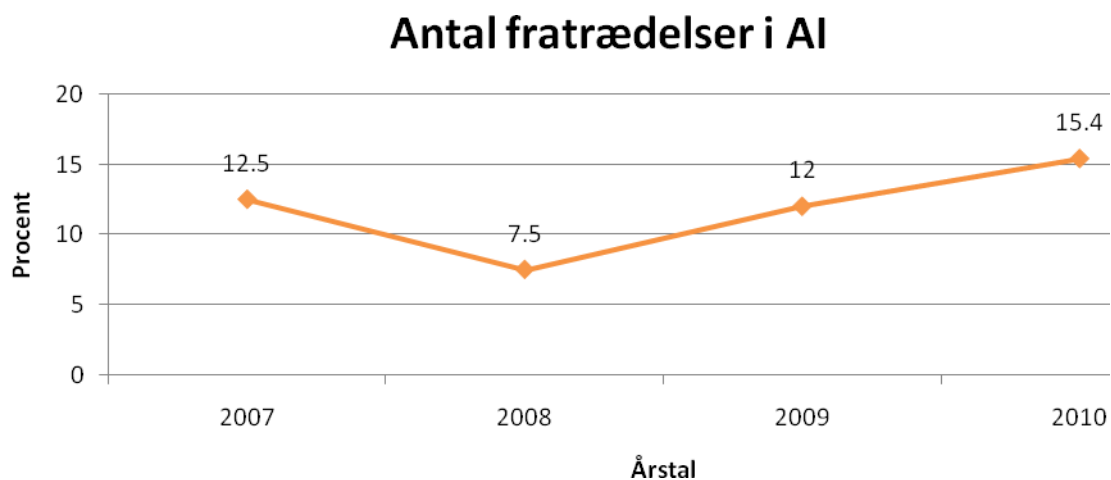
Management behaviour

Employment conditions, as a minimum, comply with current legislation, and often employees are afforded better conditions if this is considered appropriate.

Financial Report of the Executive Committee

An employee manual has been prepared by the Danish Section to ensure complete openness and transparency, and to objectively describe employment conditions in the Danish Section. Changes in structure, staff composition, etc., must be communicated to all employees. In 2010, eight employees resigned from the Section.

Fig. 1.1 Number of AI departures



The number of departures has increased in recent years, and in future the Danish Section will focus on this issue via employee satisfaction surveys and increased focus on reducing stress factors in the hope of reducing this number.

Workplace environment and working conditions

The Danish Section has a Job Satisfaction and Care policy defining the Section's measures to ensure employees' well-being, sense of security and efficiency. As part of this policy, employees are offered professional help and flexibility in connection with stress issues, private problems, conflicts, harassment, etc.

The Danish Section has a Works Council, a shop steward and a safety steward who represent members in work-related matters. In addition, an APV (a workplace evaluation) takes place every three years.

On an ongoing basis, the Danish Section offers employees various training courses, such as first aid courses and programmes to quit smoking. Such training courses were not being arranged in 2010 but will, however, be implemented again in the future. A masseuse is permanently associated with the Section, and all employees can book an appointment with her during office hours.

In 2010, sickness absence was more prevalent than in previous years, affected by the number of long-term ill employees. As previously mentioned various measures have been undertaken to improve conditions for employees, which – it is hoped – will reduce sickness absence and departures.

Financial Report of the Executive Committee

Table 1.2 Sickness absence in the Danish Section

| Total sickness absence | 2008 | 2009 | 2010 |
|--|----------------|----------------|----------------|
| Sickness absence – total no. of days | 351 days | 274 days | 590 days |
| Sickness absence – total no. of days, excl. long-term illness | 164 days | 205 days | 238 days |
| Sickness absence (%) | 3.4% | 2.5% | 5% |
| Sickness absence (%), excl. long-term illness | 1.6% | 1.9% | 2% |
| Sickness absence – no. of days per employee incl. long-term illness | 8.3 days | 5.8 days | 11.2 days |
| Sickness absence – no. of days per employee excl. long-term illness | 4.3 days | 4.5 days | 4.9 days |
| Child's first sick day – total no. of days | 38 days | 39 days | 68 days |

In 2010, an employee satisfaction survey showed very positive and satisfactory results for the Danish Section as a place of work.

With regard to skills development and remuneration, the Danish Section has official, objective policies and criteria which are accessible to all employees. The Danish Section, however, has no ambition to be among the best-paying organisations.

Partnerships

As an annex to its commercial agreement with suppliers the Danish Section is preparing a *code of conduct* for all suppliers. It is expected to come into force in 2011. This code will specify various ethical, financial and practical standards with which our partners must comply – to ensure that the Danish Section does not inadvertently or indirectly participate in unethical actions.

Until the code of conduct is in place, the Danish section will continue to evaluate its various partners individually. For example, the Danish Section provides a pension scheme for all employees, and the Section is in ongoing discussions with the pension scheme provider to ensure that it considers its business practices from an ethical point of view. This dialogue is deemed to be a better solution than breaking off co-operation with the provider. The issue of ensuring ethical investments is a general problem in the sector, and there is therefore no obvious alternative provider, and the Danish Section has decided it is important to provide for its employees' future by way of a pension, which in this case also includes health insurance.

Financial Report of the Executive Committee

Purchasing

The Danish Section takes account of fair-trade and environmental concerns where possible, both when making purchases for its own internal use and for the Danish Section's web shop. When possible, both considerations are taken into account, but when it becomes necessary to prioritise for financial reasons, fair-trade considerations are given priority.

The Danish Section also makes an effort to reduce consumption for environmental reasons. Internal consumption of printing paper in 2010 totalled approx. 405,000 sheets, i.e. under 10,000 sheets of paper per employee – an improvement over 2009 when the consumption of paper per employee exceeded 10,000 sheets.

With effect from 2010, the Danish Section also recycles waste and has sent 500 kg of waste to be recycled during the year under review.

Ethical fundraising

The Danish Section is a member of ISOBRO, the Danish association of fundraising organisations, and is committed to complying with the guidelines on ethical fundraising for the sector. The guidelines can be broken down into three main areas:

- Respect for the donator's integrity and freedom of choice
- Transparency and openness of objectives, management and finances
- Credibility of objectives, fundraising and disbursement of funds raised

More information about guidelines on ethical fundraising can be found at www.isobro.dk.

In addition, Amnesty International Danish Section works in compliance with Amnesty's global fundraising guidelines to ensure transparent, independent and ethical fundraising. The principles of ethical fundraising are applied to all levels of fundraising work, from the direct instructions of the Code of Conduct, for example, on telemarketing, through our reactive member service, to the guidelines for accepting donations from charitable trusts.

Specific guidelines have been drawn up for both Face2Face street campaigns and telemarketing. These guidelines work as a Code of Conduct for all employees by way of direct instructions. The ethical guidelines are an unflinching element in the onboarding of new employees and their day-to-day learning process; and adherence to the guidelines is monitored. In addition, inter-organisation co-ordination also takes place between the organisations carrying out Face2Face campaigns. Face2Face-active organisations meet under the ISOBRO umbrella in order to ensure the quality of Face2Face workers and to co-ordinate their numbers. They aim also to avoid more than one organisation campaigning in the same location at the same time.

Financial Report of the Executive Committee

The Danish Section's big outreach and fundraising programmes, Face2Face and telemarketing, are both internally managed and staffed. This is done partly because it produces the best fundraising results for Amnesty, and partly because – in the case of the Danish Section – it is felt that having Face2Face workers, group leaders, supervisors and co-ordinators from the organisation itself strengthens adherence to ethical fundraising.

Events occurring after the end of the financial year

No events have occurred after the date of the balance sheet which change the auditors' assessment of the annual accounts.



Profit and Loss Account 2010

| | Note | 2010 DKK | 2009 DKK '000 |
|---|------|-------------------|------------------|
| Revenue | 1 | 77,616,608 | 72,838 |
| Revenue | | 77,616,608 | 72,838 |
| C1 – Empowering people living in poverty | 3 | 2,714,719 | 0 |
| C2 – Defending unprotected people on the move | 4 | 2,215,417 | 0 |
| C3 – Defending people from violence by state and non-state actors | 5 | 2,713,373 | 0 |
| C4 – Protecting people’s freedom of expression and freedom from discrimination | 6 | 2,699,714 | 0 |
| P1 – Growing and developing the Global Human Rights Movement | 7 | 311,396 | 0 |
| P2 – Building effective partnerships | 8 | 554,206 | 0 |
| P3 – Promoting Human Rights to create solutions | 9 | 339,507 | 0 |
| E1 – Promoting active participation by members and supporters | 10 | 4,612,361 | 0 |
| E2 – Linking the local and the global | 11 | 150,276 | 0 |
| E3 – Responding effectively to emerging challenges and opportunities | 12 | 695,839 | 0 |
| E4 – Communicating effectively | 13 | 2,506,776 | 0 |
| L1 – Investing in volunteers, staff, leadership and systems | 14 | 4,543,250 | 0 |
| L2 – Governing effectively | 15 | 1,003,114 | 0 |
| L3 – Making diversity and gender mainstreaming a reality | 16 | 61,765 | 0 |
| L4 – Leveraging technology to enable change | 17 | 817,842 | 0 |
| R1 – Building new constituencies and renewing membership | 18 | 10,340,376 | 0 |
| R2 – Increasing our donors and growing our resources | 19 | 22,760,909 | 0 |
| R3 – Distributing our resources strategically | 20 | 1,418,075 | 0 |
| Goal 1 – Goal 15, Strategy 2005-2009 | 35 | 0 | 56,256 |
| Compensation for Value-added Tax (“moms”) | 22 | (1,618,284) | (1,838) |
| Net interest – income | 23 | (184,458) | (635) |
| Expenditure | | 58,656,173 | 53,783 |
| Result before deduction of contribution to international work | | 18,960,435 | 19,055 |
| Contribution to International Work | 31 | (19,947,791) | (17,262) |
| Result for the year | | (987,356) | 1,793 |


Balance at 31.12.2010

| | Note | 2010 DKK | 2009 DKK '000 |
|---|-------------|---------------------|--------------------------|
| Alterations to rented premises | 24 | 1,750,839 | 1,270 |
| IT systems and equipment | 25 | 2,675,989 | 2,190 |
| Tangible fixed assets | | 4,426,828 | 3,460 |
| Funds held by the Working Group for Children | 33 | 0 | 29 |
| Funds held by Amnesty's Committee for Financial Support | 34 | 0 | 3,171 |
| Long-term loan to FIF (Fundraising Investment Fund) | 26 | 1,733,180 | 1,235 |
| Shares | 27 | 207,052 | 240 |
| Debentures | 27 | 9,436,850 | 8,250 |
| Premium lottery bonds | | 400 | 0 |
| Deposits | | 794,909 | 782 |
| Financial fixed assets | | 12,172,391 | 13,707 |
| Fixed assets | | 16,599,219 | 17,167 |
| Inventory | | 61,815 | 120 |
| Inventory | | 61,815 | 120 |
| Other receivables | 28 | 1,087,798 | 1,182 |
| Prepaid expenses, accruals | 29 | 1,848,573 | 1,874 |
| Receivables | | 2,936,371 | 3,056 |
| Current assets | | 2,586,455 | 6,296 |
| Current assets | | 5,584,641 | 9,472 |
| Assets | | 22,183,860 | 26,639 |


Balance at 31.12.2010

| | <u>Note</u> | <u>2010</u> <u>DKK</u> | <u>2009</u> <u>DKK '000</u> |
|---|-------------|---------------------------------|--------------------------------|
| Net capital | | 16,416,226 | 17,452 |
| Total net capital | 30 | <u>16,416,226</u> | <u>17,452</u> |
| Balance, International Secretariat | | 18,673 | 39 |
| Balance, other AI sections | | 350,609 | 0 |
| Balance, Working Group for Children | | 0 | 29 |
| Balance, Committee for Financial Support | | 0 | 3,151 |
| Payables, suppliers | | 1,536,743 | 1,732 |
| Outstanding holiday payments to employees | | 2,488,986 | 2,379 |
| Outstanding tax deducted at source | | 0 | 919 |
| ATP (pension scheme) | | 72,331 | 69 |
| Prepaid subsidies, accruals | | 0 | 306 |
| Outstanding expenses | | <u>1,300,292</u> | <u>563</u> |
| Current liabilities | | <u>5,767,634</u> | <u>9,187</u> |
| Debt | | <u>5,767,634</u> | <u>9,187</u> |
| Liabilities | | <u><u>22,183,860</u></u> | <u><u>26,639</u></u> |
| Contingent liabilities | 32 | | |



Notes

| | 2010 | 2009 |
|---|-------------------------|---------------------|
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| 1. Revenue | | |
| Subscriptions | 20,392,725 | 19,679 |
| Personal contributions | 43,319,771 | 38,382 |
| Subscriptions and personal contributions from members joining in 2010 | 6,361,456 | 5,320 |
| Legacies | 5,293,900 | 7,008 |
| Trusts and trade unions | 85,070 | 235 |
| Amnesty Business Forum | 0 | 350 |
| Receipts, National Pools / Lottery Funds | 1,771,278 | 1,392 |
| Etik Invest (unit trust) | 92,542 | 0 |
| Associations and groups | 44,683 | 117 |
| Other revenues | 255,183 | 355 |
| | <hr/> 77,616,608 | <hr/> 72,838 |

2. Overview of area totals for activities

Direct costs for activities under ISP areas:

| | | |
|--|-----------|---|
| Racism and discrimination | 274,736 | 0 |
| Companies and businesses | 113,166 | 0 |
| Anti-terror campaign | 23,291 | 0 |
| Amnesty Interactive | 420,187 | 0 |
| Police project | 910 | 0 |
| Fight against impunity (ICC and UJ) | 163 | 0 |
| Campaign against capital punishment | 6,803 | 0 |
| Other projects (Medical Group) | 39,764 | 0 |
| Meetings, Medical Group | 16,437 | 0 |
| Refugee work | 17,829 | 0 |
| Project Centre Sandholm (asylum centre) | (28,164) | 0 |
| Dignity campaign | 172,231 | 0 |
| Special groups and national co-ordinators | 26,923 | 0 |
| General lobbying activity, travel expenses | 57,387 | 0 |
| Building capacity | 4,643 | 0 |
| Partnerships | 46,933 | 0 |
| Financing activism | 82,385 | 0 |
| Media activity | 240,464 | 0 |
| Amnesty, the magazine | 1,577,577 | 0 |
| Youth | 134,192 | 0 |
| Web shop sales | 145,426 | 0 |
| Events / Ad hoc branding | 143,537 | 0 |



| | | |
|-----------------|---------------|----------|
| PR Budget | <u>37,500</u> | <u>0</u> |
| Carried forward | 3,554,320 | 0 |



Notes

| | 2010 DKK | 2009 DKK '000 |
|---|------------------|------------------|
| | <hr/> | <hr/> |
| 2. Overview of area totals for activities (contd.) | | |
| Balance forward | 3,554,320 | 0 |
| Greenland project | 4,457 | 0 |
| Global ID | 56,968 | 0 |
| Web development and maintenance | 116,261 | 0 |
| Loyalty programme | 86,768 | 0 |
| Campaign-related activism | 251,354 | 0 |
| Effective mobilisation and activism service | 45,257 | 0 |
| Market analysis | 11,250 | 0 |
| Recruitment of new members | 13,565,530 | 0 |
| Activism network | 375,353 | 0 |
| Innovation, testing new programmes | 107,929 | 0 |
| Distribution of AI magazine | 1,107,845 | 0 |
| Amnesty Impact (activism seminar) | 212,562 | 0 |
| Local Associations' Council | 40,820 | 0 |
| Centre Aarhus | 372,659 | 0 |
| Centre Odense | 207,262 | 0 |
| Centre Frøslev | 32,173 | 0 |
| Centre Aalborg | 103,668 | 0 |
| Executive Committee | 183,694 | 0 |
| Business Committee | 4,274 | 0 |
| Finance Committee | 6,380 | 0 |
| National Council Meeting | 934,603 | 0 |
| Global meetings | 217,166 | 0 |
| European meetings | 117,350 | 0 |
| Nordic meetings | 22,798 | 0 |
| Directors' Forum (from 2009) | 168,088 | 0 |
| HR | 20,792 | 0 |
| AI's Annual Report | 31,490 | 0 |
| Annual Report, Denmark | 177,691 | 0 |
| External reports | 35,798 | 0 |
| Internal reports | 616 | 0 |
| Aggregated accounts | 3,345 | 0 |
| Existing members | 6,364,237 | 0 |
| External training courses | 108,361 | 0 |
| Legacies | 74,625 | 0 |
| Carried forward | <hr/> 28,723,744 | <hr/> 0 |

Notes

| | 2010 | 2009 |
|---|-------------------|-----------------|
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| 2. Overview of area totals for activities (contd.) | | |
| Balance forward | 28,723,744 | 0 |
| Receipts, National Pools / Lottery Funds | 19,950 | 0 |
| Database | 455,834 | 0 |
| Fundraising wages / salaries | 4,588,544 | 0 |
| Risk management | 1,842 | 0 |
| Optimisation of commercial agreements | 4,994 | 0 |
| Total activities | 33,794,908 | 0 |

Profit and loss account expenditure has been broken down according to individual ISP strategy objectives based on a percentage breakdown along the lines of the ABC principle, see page 12.

Where an activity benefits more than one strategy objective, estimated activity costs have been allocated.

THE "HUMAN RIGHTS CHANGE" PERSPECTIVE

3. C1 – Empowering people living in poverty

| | | |
|---------------------------------|------------------|----------|
| Racism and discrimination | 27,474 | 0 |
| Companies and businesses | 11,317 | 0 |
| Amnesty Interactive | 168,075 | 0 |
| Dignity campaign | 146,396 | 0 |
| Lobbying activity, travel costs | 11,477 | 0 |
| Building capacity | 464 | 0 |
| Media activity | 48,093 | 0 |
| Amnesty, the magazine | 315,515 | 0 |
| Events / Ad hoc branding | 14,354 | 0 |
| Campaign-related activism | 25,135 | 0 |
| Activism network | 37,535 | 0 |
| Centre Aarhus | 37,266 | 0 |
| Centre Odense | 20,726 | 0 |
| Centre Frøslev | 6,435 | 0 |
| National Council Meeting | 93,460 | 0 |
| Global meetings | 21,717 | 0 |
| European meetings | 11,735 | 0 |
| AI's Annual Report | 3,149 | 0 |
| Annual Report, Denmark | 17,769 | 0 |
| Database | 22,792 | 0 |
| Wages and salaries | 1,157,170 | 0 |
| Overheads | 516,665 | 0 |
| Total | 2,714,719 | 0 |



Notes

| | 2010 DKK | 2009 DKK '000 |
|---|------------------------------|----------------------|
| | <hr/> | <hr/> |
| 4. C2 – Defending unprotected people on the move | | |
| Amnesty Interactive | 42,019 | 0 |
| Other projects (Medical Group) | 19,882 | 0 |
| Meetings, Medical Group | 8,219 | 0 |
| Refugee work | 17,829 | 0 |
| Project Centre Sandholm (asylum centre) | (28,164) | 0 |
| Lobbying activity, travel costs | 11,477 | 0 |
| Building capacity | 464 | 0 |
| Media activity | 48,093 | 0 |
| Amnesty, the magazine | 315,515 | 0 |
| Campaign-related activism | 25,135 | 0 |
| Activism network | 37,535 | 0 |
| Centre Aarhus | 37,266 | 0 |
| Centre Odense | 20,726 | 0 |
| Centre Frøslev | 6,435 | 0 |
| National Council Meeting | 93,460 | 0 |
| Global meetings | 21,717 | 0 |
| European meetings | 11,735 | 0 |
| AI's Annual Report | 3,149 | 0 |
| Annual Report, Denmark | 17,769 | 0 |
| Database | 22,793 | 0 |
| Wages and salaries | 1,024,800 | 0 |
| Overheads | 457,563 | 0 |
| Total | <hr/> 2,215,417 <hr/> | <hr/> 0 <hr/> |



Notes

| | 2010 DKK | 2009 DKK '000 |
|---|------------------------------|----------------------|
| | <hr/> | <hr/> |
| 5. C3 – Defending people from violence by state and non-state actors | | |
| Anti-terror campaign | 22,126 | 0 |
| Amnesty Interactive | 42,019 | 0 |
| Police project | 910 | 0 |
| Fight against impunity | 163 | 0 |
| Campaign against capital punishment | 6,803 | 0 |
| Other projects (Medical Group) | 19,882 | 0 |
| Meetings, Medical Group | 8,219 | 0 |
| Lobbying activity, travel costs | 11,477 | 0 |
| Building capacity | 464 | 0 |
| Media activity | 48,093 | 0 |
| Amnesty, the magazine | 315,515 | 0 |
| Campaign-related activism | 25,135 | 0 |
| Activism network | 37,535 | 0 |
| Amnesty Impact | 148,793 | 0 |
| Centre Aarhus | 37,266 | 0 |
| Centre Odense | 20,726 | 0 |
| Centre Frøslev | 6,435 | 0 |
| National Council Meeting | 93,460 | 0 |
| Global meetings | 21,717 | 0 |
| European meetings | 11,735 | 0 |
| AI's Annual Report | 3,149 | 0 |
| Annual Report, Denmark | 17,769 | 0 |
| Database | 22,793 | 0 |
| Wages and salaries | 1,238,300 | 0 |
| Overheads | 552,889 | 0 |
| Total | <hr/> 2,713,373 <hr/> | <hr/> 0 <hr/> |



Notes

| | 2010 DKK | 2009 DKK '000 |
|--|-------------------------|-------------------|
| | <u> </u> | <u> </u> |
| 6. C4 – Protecting people’s freedom of expression and freedom from discrimination | | |
| Racism and discrimination | 192,315 | 0 |
| Companies and businesses | 79,216 | 0 |
| Amnesty Interactive | 42,019 | 0 |
| Lobbying activity, travel costs | 11,477 | 0 |
| Building capacity | 464 | 0 |
| Media activity | 48,093 | 0 |
| Amnesty, the magazine | 315,515 | 0 |
| Events / Ad hoc branding | 14,354 | 0 |
| Campaign-related activism | 25,135 | 0 |
| Activism network | 37,535 | 0 |
| Centre Aarhus | 37,266 | 0 |
| Centre Odense | 20,726 | 0 |
| Centre Frøslev | 6,435 | 0 |
| National Council Meeting | 93,460 | 0 |
| Global meetings | 21,717 | 0 |
| European meetings | 11,735 | 0 |
| AI’s Annual Report | 3,149 | 0 |
| Annual Report, Denmark | 17,769 | 0 |
| Database | 22,793 | 0 |
| Wages and salaries | 1,174,250 | 0 |
| Overheads | 524,291 | 0 |
| Total | <u>2,699,714</u> | <u>0</u> |



Notes

THE "PARTNERSHIP" PERSPECTIVE

| | 2010 DKK | 2009 DKK '000 |
|--|----------------------------|----------------------|
| | <hr/> | <hr/> |
| 7. P1 – Growing and developing the global Human Rights movement | | |
| Racism and discrimination | 13,737 | 0 |
| Companies and businesses | 5,658 | 0 |
| Amnesty Interactive | 21,009 | 0 |
| Building capacity | 464 | 0 |
| Partnerships | 23,467 | 0 |
| Wages and salaries | 170,800 | 0 |
| Overheads | 76,261 | 0 |
| Total | <hr/> 311,396 <hr/> | <hr/> 0 <hr/> |
| | <hr/> | <hr/> |
| | 2010 DKK | 2009 DKK '000 |
| | <hr/> | <hr/> |
| 8. P2 – Building effective partnerships | | |
| Racism and discrimination | 13,737 | 0 |
| Companies and businesses | 5,658 | 0 |
| Dignity campaign | 17,223 | 0 |
| Partnerships | 23,467 | 0 |
| Wages and salaries | 341,600 | 0 |
| Overheads | 152,521 | 0 |
| Total | <hr/> 554,206 <hr/> | <hr/> 0 <hr/> |
| | <hr/> | <hr/> |
| | 2010 DKK | 2009 DKK '000 |
| | <hr/> | <hr/> |
| 9. P3 – Promoting Human Rights to create solutions | | |
| Racism and discrimination | 13,737 | 0 |
| Companies and businesses | 5,658 | 0 |
| Anti-terror campaign | 1,165 | 0 |
| Amnesty Interactive | 42,019 | 0 |
| Dignity campaign | 8,612 | 0 |
| Amnesty Impact (activism seminar) | 21,255 | 0 |
| Wages and salaries | 170,800 | 0 |
| Overheads | 76,261 | 0 |
| Total | <hr/> 339,507 <hr/> | <hr/> 0 <hr/> |



Notes

THE "EXCELLENCE" PERSPECTIVE

| | 2010 DKK | 2009 DKK '000 |
|--|------------------------|------------------|
| | <hr/> | <hr/> |
| 10. E1 – Promoting active participation by members and supporters | | |
| Special groups and national co-ordinators | 26,923 | 0 |
| Building capacity | 1,161 | 0 |
| Financing activism | 82,385 | 0 |
| Amnesty, the magazine | 78,879 | 0 |
| Youth | 134,192 | 0 |
| PR budget | 37,500 | 0 |
| Greenland project | 4,457 | 0 |
| Loyalty programme | 8,677 | 0 |
| Campaign-related activism | 150,812 | 0 |
| Effective mobilisation and activism service | 40,731 | 0 |
| Activism network | 37,535 | 0 |
| Amnesty Impact (activism seminar) | 21,256 | 0 |
| Local Associations' Council | 40,820 | 0 |
| Centre Aarhus | 223,595 | 0 |
| Centre Odense | 124,357 | 0 |
| Centre Frøslev | 6,435 | 0 |
| Centre Aalborg | 103,668 | 0 |
| National Council Meeting | 93,460 | 0 |
| HR | 20,792 | 0 |
| Database | 45,584 | 0 |
| Wages and salaries | 2,301,531 | 0 |
| Overheads | 1,027,611 | 0 |
| Total | <hr/> 4,612,361 | <hr/> 0 |
| | <hr/> | <hr/> |
| | 2010 DKK | 2009 DKK '000 |
| | <hr/> | <hr/> |
| 11. E2 – Linking the local and the global | | |
| Amnesty Interactive | 21,009 | 0 |
| General lobbying activity, travel costs | 5,737 | 0 |
| Wages and salaries | 85,400 | 0 |
| Overheads | 38,130 | 0 |
| Total | <hr/> 150,276 | <hr/> 0 |



Notes

| | 2010 | 2009 |
|---|------------------|-----------------|
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| 12. E3 – Responding effectively to emerging challenges and opportunities | | |
| Media activity | 24,046 | 0 |
| Activism network | 187,677 | 0 |
| Database | 45,584 | 0 |
| Wages and salaries | 303,170 | 0 |
| Overheads | 135,362 | 0 |
| Total | 695,839 | 0 |
| | <hr/> | <hr/> |
| | 2010 | 2009 |
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| 13. E4 – Communicating effectively | | |
| Media activity | 24,046 | 0 |
| Amnesty, the magazine | 78,879 | 0 |
| Global ID | 56,968 | 0 |
| Web development and maintenance | 58,131 | 0 |
| Amnesty Impact (activism seminar) | 21,256 | 0 |
| AI's Annual Report | 18,894 | 0 |
| Annual Report, Denmark | 106,615 | 0 |
| External reports | 35,796 | 0 |
| Wages and salaries | 1,456,070 | 0 |
| Overheads | 650,121 | 0 |
| Total | 2,506,776 | 0 |
| | <hr/> | <hr/> |

Notes

THE “INVEST TO LEARN AND GROW” PERSPECTIVE

| | 2010 DKK | 2009 DKK '000 |
|--|---------------------|--------------------------|
| 14. L1 – Investing in volunteers, staff, leadership and systems | | |
| Racism and discrimination | 13,737 | 0 |
| Companies and businesses | 5,658 | 0 |
| Lobbying activity, travel costs | 5,739 | 0 |
| Building capacity | 1,161 | 0 |
| Effective mobilisation and activism service | 4,526 | 0 |
| Global meetings | 108,583 | 0 |
| European meetings | 58,675 | 0 |
| Nordic meetings | 22,798 | 0 |
| Directors’ Forum | 168,088 | 0 |
| Internal reports | 308 | 0 |
| External training courses | 108,360 | 0 |
| Wages and salaries | 2,796,851 | 0 |
| Overheads | 1,248,766 | 0 |
| Total | 4,543,250 | 0 |
| | 2010 DKK | 2009 DKK '000 |
| 15. L2 – Governing effectively | | |
| Executive Committee | 183,694 | 0 |
| Business Committee | 4,274 | 0 |
| Finance Committee | 6,380 | 0 |
| National Council Meeting | 373,841 | 0 |
| Global meetings | 21,717 | 0 |
| European meetings | 11,735 | 0 |
| Wages and salaries | 277,550 | 0 |
| Overheads | 123,923 | 0 |
| Total | 1,003,114 | 0 |
| | 2010 DKK | 2009 DKK '000 |
| 16. L3 – Making diversity and gender mainstreaming a reality | | |
| Wages and salaries | 42,700 | 0 |
| Overheads | 19,065 | 0 |
| Total | 61,765 | 0 |



Notes

| | 2010 DKK | 2009 DKK '000 |
|--|-----------------------|-------------------|
| | <u> </u> | <u> </u> |
| 17. L4 – Leveraging technology to enable change | | |
| Web development and maintenance | 58,131 | 0 |
| Wages and salaries | 525,210 | 0 |
| Overheads | <u>234,501</u> | <u>0</u> |
| Total | <u>817,842</u> | <u>0</u> |

Notes

THE “RESOURCES” PERSPECTIVE

| | 2010 DKK | 2009 DKK '000 |
|---|---------------------|--------------------------|
| 18. R1 – Building new constituencies and renewing membership | | |
| Amnesty Interactive | 42,019 | 0 |
| Amnesty, the magazine | 157,758 | 0 |
| Web shop sales | 145,426 | 0 |
| Events / Ad hoc branding | 114,830 | 0 |
| Loyalty programme | 78,091 | 0 |
| Innovation, testing new programmes | 53,965 | 0 |
| Distribution of AI magazine | 1,107,845 | 0 |
| National Council Meeting | 93,460 | 0 |
| Existing members | 3,182,119 | 0 |
| Database | 136,750 | 0 |
| Fundraising wages / salaries | 2,294,268 | 0 |
| Wages and salaries | 2,028,251 | 0 |
| Overheads | 905,594 | 0 |
| Total | 10,340,376 | 0 |
| | 2010 DKK | 2009 DKK '000 |
| 19. R2 – Increasing our donors and growing our resources | | |
| Market analyses | 11,250 | 0 |
| Recruitment of new members | 13,565,530 | 0 |
| Innovation, testing new programmes | 53,965 | 0 |
| Existing members | 3,182,119 | 0 |
| Legacies | 74,625 | 0 |
| Receipts, National Pools / Lottery Funds | 19,950 | 0 |
| Database | 136,750 | 0 |
| Fundraising wages / salaries | 2,294,272 | 0 |
| Risk management | 1,842 | 0 |
| Optimisation of commercial agreements | 4,993 | 0 |
| Wages and salaries | 2,361,311 | 0 |
| Overheads | 1,054,302 | 0 |
| Total | 22,760,909 | 0 |



Notes

| | 2010 | 2009 |
|--|------------------------|-----------------|
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| 20. R3 – Distributing our resources strategically | | |
| Internal reports | 308 | 0 |
| Aggregated accounts | 3,345 | 0 |
| Wages and salaries | 977,830 | 0 |
| Overheads | <hr/> 436,592 | <hr/> 0 |
| Total | <hr/> 1,418,075 | <hr/> 0 |

Notes

| | 2010 | 2009 |
|--|--------------------------|----------------------|
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| 21. Overheads | | |
| Salaries and personnel costs, salaried employees | 18,433,595 | 17,240 |
| Copying, printing | 556,377 | 413 |
| Postage and freight | 135,985 | 169 |
| Telephony | 284,994 | 254 |
| Office supplies | 209,538 | 242 |
| IT, operation and maintenance | 887,080 | 400 |
| Value adjustment on alterations to rented premises | 409,665 | 418 |
| Value adjustment on IT, furniture and equipment | 1,553,802 | 1,308 |
| Loss on departures | 50,566 | 0 |
| Premises | 2,878,812 | 3,007 |
| Audit and declarations | 277,749 | 279 |
| Consultant re value-added tax | 14,907 | 48 |
| Consultant re international strategy plan | 180,766 | 429 |
| Other consulting services | 188,526 | 132 |
| Insurance and subscriptions | 345,157 | 309 |
| Departmental overheads | 256,494 | 237 |
| Total | <u>26,664,013</u> | <u>24,885</u> |

Overheads have been broken down into individual ISP areas based on allocation percentages per activity. This has been done to give as accurate a picture of the AI 2010 situation as possible, the overview above having been included for clarity and transparency.

| | 2010 | 2009 |
|--|---------------------------|-----------------------|
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| 22. Compensation for Value-added Tax (“moms”) | | |
| Compensation for Value-added Tax (“moms”) | <u>(1,618,284)</u> | <u>(1,838)</u> |
| Total | <u>(1,618,284)</u> | <u>(1,838)</u> |

The Danish Section – in its capacity as an approved section (“forening”) in compliance with ss. 8A and 12(3) of the Danish Tax Assessment Act (“ligningsloven”) – has had the opportunity since 2007 to seek compensation for value-added tax (“moms”) paid in previous years. In 2010 the Danish Section received DKK 1,618,000 in refunded VAT. The Danish Section is exempt from paying value-added tax under the terms of the Danish VAT Act (“momsloven”), s. 13(1) (22). VAT is, however, payable on some activities, including sales from the web shop.



Notes

| | 2010 DKK | 2009 DKK '000 |
|--|---------------------------|-----------------------|
| | <u> </u> | <u> </u> |
| 23. Net interest – income | | |
| Interest, debentures | (141,754) | (319) |
| Other interest income, etc. | (64,158) | (108) |
| Interest income from FIF loan | (24,431) | (36) |
| Exchange-rate adjustment on FIF loan | (32,275) | (18) |
| Price adjustment of futures contracts | 0 | (172) |
| Price adjustment, shares and debentures | (275,641) | (370) |
| Price adjustment, other | (7,250) | (16) |
| Accrued interest from trust-fund capital, Committee for Financial Support 2008 | 0 | 133 |
| Accrued interest from trust-fund capital, Committee for Financial Support 2009 | 0 | 150 |
| Accrued interest from trust-fund capital, Committee for Financial Support 2010 | 150,000 | 0 |
| Other interest and fees | 211,051 | 121 |
| Total | <u>(184,458)</u> | <u>(635)</u> |
| 24. Alterations to rented premises | | |
| Acquisitions, opening | 2,604,548 | 2,029 |
| Acquisitions during year | 890,459 | 576 |
| Acquisitions, year-end | <u>3,495,007</u> | <u>2,605</u> |
| Value adjustment, opening | (1,334,503) | (917) |
| Value adjustment for the financial year | (409,665) | (418) |
| Value adjustment, year-end | <u>(1,744,168)</u> | <u>(1,335)</u> |
| Book value | <u>1,750,839</u> | <u>1,270</u> |



Notes

| | 2010 DKK | 2009 DKK '000 |
|---|-----------------------------|--------------------------------|
| | <u> </u> | <u> </u> |
| 25. IT systems and equipment | | |
| Acquisitions, opening | 6,065,226 | 5,969 |
| Disposals during year | (576,703) | (1,552) |
| Acquisitions during year | <u>2,089,993</u> | <u>1,648</u> |
| Acquisitions, year-end | <u>7,578,516</u> | <u>6,065</u> |
| Value adjustment, opening | (3,874,862) | (4,118) |
| Disposals during year | 526,137 | 1,552 |
| Value adjustment for the financial year | <u>(1,553,802)</u> | <u>(1,309)</u> |
| Value adjustment, year-end | <u>(4,902,527)</u> | <u>(3,875)</u> |
| Book value | <u>2,675,989</u> | <u>2,190</u> |
| 26. FIF loan agreement | | |
| Long-term loan to FIF | <u>1,733,180</u> | <u>1,235</u> |
| | <u>1,733,180</u> | <u>1,235</u> |
| 27. Securities | | |
| Shares | 207,052 | 240 |
| Debentures | <u>9,436,850</u> | <u>8,250</u> |
| | <u>9,643,902</u> | <u>8,490</u> |

DKK 3,139,694 of the AI Danish Section's total assets is held in a trust fund. In compliance with clause 17 of the Statutes, distribution of funds is managed by the Committee for Financial Support. See statement for trust-fund capital in note 34.

| | 2010 DKK | 2009 DKK '000 |
|--|-----------------------------|--------------------------------|
| | <u> </u> | <u> </u> |
| 28. Other receivables | | |
| Accrued, receivable legacies | 300,000 | 472 |
| Accrued, receivable National Pools / Lottery Funds | 550,688 | 0 |
| Receivables, other AI sections | 18,080 | 194 |
| Receivables, Etik Invest (unit trust), apportionment | 92,542 | 0 |
| Accrued payments | 0 | 312 |
| Prepaid invoice, fee | 0 | 100 |
| Other receivables | <u>126,488</u> | <u>104</u> |
| Total | <u>1,087,798</u> | <u>1,182</u> |

Notes

| | 2010 DKK | 2009 DKK '000 |
|---|-------------------|-------------------|
| | <u> </u> | <u> </u> |
| 29. Prepaid expenses, accruals | | |
| Rent, insurance, leasing, etc. | 1,803,182 | 1,842 |
| Outlays to centre managers and project co-ordinators | 45,391 | 32 |
| Total | 1,848,573 | 1,874 |
| 30. Net capital | | |
| Net capital, opening | 17,451,946 | 15,651 |
| Result for the year | (987,356) | 1,793 |
| Result, Amnesty's Committee for Financial Support, Working Group for Children | (48,364) | 8 |
| Net capital, year-end | 16,416,226 | 17,452 |
| 31. Contribution to International Work | | |
| General contribution to international work | 18,279,022 | 15,707 |
| Contribution to international work, extraordinary | 100,000 | 100 |
| Contribution to EU Association, 2010 | 653,160 | 528 |
| Relief and capacity building, 2010 | 915,609 | 927 |
| Total | 19,947,791 | 17,262 |
| 32. Contingent liabilities | | |
| Leasing commitments | 246,279 | 772 |
| Rent commitments (premises) | 6,511,073 | 8,119 |
| Total | 6,757,352 | 8,891 |
| 33. Working Group for Children | | |
| Contribution | 31,040 | 32 |
| Support provided and events held | (48,300) | (42) |
| Result for the year | (17,260) | (10) |
| Net capital, opening | 29,217 | 39 |
| Result for the year | (17,260) | (10) |
| Transferred to Amnesty International, Danish Section, with effect from 2011 | (11,957) | 0 |
| Net capital, year-end | 0 | 29 |



Notes

| | 2010 DKK | 2009 DKK '000 |
|--|---------------------------|---------------------|
| | <u> </u> | <u> </u> |
| 34. Amnesty's Committee for Financial Support | | |
| Accrued interest from trust-fund capital | 150,000 | 150 |
| Funding for other purposes | (179,677) | (127) |
| Administration, etc. | <u>(1,427)</u> | <u>(5)</u> |
| Result for the year | <u>(31,104)</u> | <u>18</u> |
| | | |
| Net capital, opening | 3,170,798 | 3,153 |
| Result for the year | (31,104) | 18 |
| Transferred to Amnesty International, Danish Section, with effect from 2011 | <u>(3,139,694)</u> | <u>0</u> |
| Net capital, year-end | <u>0</u> | <u>3,171</u> |

Notes

| | 2010 DKK | 2009 DKK '000 |
|--|-------------|------------------|
| 35. Goals 1-15 Strategy 2005-2009 | | |
| Goal 1 – To build mutual respect and fight discrimination | 0 | 1,310 |
| Goal 2 – To demand justice and combat impunity | 0 | 3,809 |
| Goal 3 – To uphold the physical and mental integrity of all people | 0 | 618 |
| Goal 4 – To defend the rights of people in armed conflict | 0 | 1,072 |
| Goal 5 – To promote and protect the rights of uprooted people | 0 | 715 |
| Goal 6 – To champion the rights of women and girls | 0 | 477 |
| Goal 7 – To advance economic, social and cultural rights | 0 | 664 |
| Goal 8 – To guarantee quality research | 0 | 1,004 |
| Goal 9 – To take effective action | 0 | 1,321 |
| Goal 10 – To communicate effectively | 0 | 8,567 |
| Goal 11 – To mobilise people | 0 | 12,969 |
| Goal 12 – To build a dynamic architecture | 0 | 6,455 |
| Goal 13 – To enhance our public trust | 0 | 1,971 |
| Goal 14 – To growth financially | 0 | 13,901 |
| Goal 15 – To strengthen our financial management | 0 | 1,403 |
| | 0 | 56,256 |
| Goal 1 – To build mutual respect and fight discrimination | | |
| To fight racism and discrimination | 0 | 399 |
| Wages and salaries | 0 | 631 |
| Overheads | 0 | 280 |
| | 0 | 1,310 |
| Goal 2 – To demand justice and combat impunity | | |
| Corporate responsibility for Human Rights | 0 | 126 |
| Anti-terror campaign | 0 | 39 |
| Rebuilding respect for Human Rights | 0 | 389 |
| Amnesty Interactive | 0 | 639 |
| Wages and salaries | 0 | 1,812 |
| Overheads | 0 | 804 |
| | 0 | 3,809 |

Notes

| | 2010 | 2009 |
|---|-------------|-----------------|
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| Goal 3 – To uphold the physical and mental integrity of all people | | |
| Working against capital punishment | 0 | (5) |
| Other Medical Group projects | 0 | 27 |
| Wages and salaries | 0 | 413 |
| Overheads | 0 | 183 |
| | <hr/> | <hr/> |
| | 0 | 618 |
| | <hr/> | <hr/> |
| Goal 4 – To defend the rights of people in armed conflict | | |
| Wages and salaries | 0 | 743 |
| Overheads | 0 | 329 |
| | <hr/> | <hr/> |
| | 0 | 1,072 |
| | <hr/> | <hr/> |
| Goal 5 – To promote and protect the rights of uprooted people | | |
| Refugee work | 0 | 3 |
| Project Centre Sandholm (asylum centre) | 0 | 116 |
| Wages and salaries | 0 | 413 |
| Overheads | 0 | 183 |
| | <hr/> | <hr/> |
| | 0 | 715 |
| | <hr/> | <hr/> |
| Goal 6 – To champion the rights of women and girls | | |
| Wages and salaries | 0 | 331 |
| Overheads | 0 | 146 |
| | <hr/> | <hr/> |
| | 0 | 477 |
| | <hr/> | <hr/> |
| Goal 7 – To advance economic, social and cultural rights | | |
| Dignity / ESC campaign | 0 | 217 |
| Wages and salaries | 0 | 310 |
| Overheads | 0 | 137 |
| | <hr/> | <hr/> |
| | 0 | 664 |
| | <hr/> | <hr/> |
| Goal 8 – To guarantee quality research | | |
| Wages and salaries | 0 | 696 |
| Overheads | 0 | 308 |
| | <hr/> | <hr/> |
| | 0 | 1,004 |
| | <hr/> | <hr/> |

Notes

| | 2010 | 2009 |
|---|-------------|-----------------|
| | DKK | DKK '000 |
| | <hr/> | <hr/> |
| Goal 9 – To take effective action | | |
| Special groups and national co-ordinators | 0 | 241 |
| Training of active members | 0 | 92 |
| Crisis response | 0 | 6 |
| Financing activism | 0 | 65 |
| General lobby-related travel | 0 | 52 |
| Wages and salaries | 0 | 268 |
| Overheads | 0 | 119 |
| Amnesty Impact | 0 | 478 |
| | <hr/> | <hr/> |
| | 0 | 1,321 |
| | <hr/> | <hr/> |
| Goal 10 – To communicate effectively | | |
| Media activity | 0 | 246 |
| Amnesty, the magazine | 0 | 2,164 |
| Aktiv Nyt (Active News) | 0 | 66 |
| Web | 0 | 178 |
| Merchandise | 0 | 130 |
| Ad hoc branding | 0 | 77 |
| Youth groups | 0 | 118 |
| Visual identity | 0 | 59 |
| Wages and salaries | 0 | 3,830 |
| Overheads | 0 | 1,699 |
| | <hr/> | <hr/> |
| | 0 | 8,567 |
| | <hr/> | <hr/> |

Notes

| | 2010 DKK | 2009 DKK '000 |
|---|---------------------|--------------------------|
| | <hr/> | <hr/> |
| Goal 11 – To mobilise people | | |
| Loyalty programme | 0 | 10 |
| Local associations, incl. the Active News circular | 0 | 40 |
| Effective Activism project | 0 | 88 |
| Membership analyses | 0 | 55 |
| Innovation, testing new programmes | 0 | 139 |
| Recruitment of new members (costs incl. wages and salaries) | 0 | 11,172 |
| Activism network, LifeLine and Skriv for Liv | 0 | 271 |
| Wages and salaries | 0 | 827 |
| Overheads | 0 | 367 |
| | <hr/> | <hr/> |
| | 0 | 12,969 |
| Goal 12 – To build a dynamic architecture | | |
| Activity seminar and meetings of chairpersons | 0 | 14 |
| Local Associations' Council | 0 | 38 |
| Local centres | 0 | 738 |
| Executive Committee | 0 | 224 |
| Business Committee | 0 | 4 |
| Finance Committee | 0 | 5 |
| National Council Meeting | 0 | 889 |
| Medical Group, meetings | 0 | 11 |
| HR and management development | 0 | 16 |
| International meetings and collaboration | 0 | 383 |
| ICM, International Council Meeting | 0 | 267 |
| Wages and salaries | 0 | 2,658 |
| Overheads | 0 | 1,179 |
| International consultant | 0 | 29 |
| | <hr/> | <hr/> |
| | 0 | 6,455 |
| Goal 13 – To enhance our public trust | | |
| Amnesty International's Annual Report | 0 | 31 |
| Annual Report | 0 | 126 |
| Internal reports | 0 | 30 |
| External reports | 0 | 23 |
| Wages and salaries | 0 | 1,197 |
| Overheads | 0 | 531 |
| Aggregated accounts | 0 | 33 |
| | <hr/> | <hr/> |
| | 0 | 1,971 |

Notes

| | 2010 DKK | 2009 DKK '000 |
|---|-------------------|-------------------|
| | <u> </u> | <u> </u> |
| Goal 14 – To grow financially | | |
| Existing members (expenses incl. wages and salaries) | 0 | 10,276 |
| International Fundraising Congress | 0 | 114 |
| Major donors | 0 | 1 |
| Businesses and declarations | 0 | 18 |
| Legacies incl. legal costs | 0 | 93 |
| Wages and salaries | 0 | 2,355 |
| Overheads | 0 | 1,044 |
| | <u> </u> | <u> </u> |
| | 0 | 13,901 |
| Goal 15 – To strengthen our financial management | | |
| Maintenance and upgrading of database | 0 | 297 |
| IT support and development | 0 | 9 |
| Risk management | 0 | 4 |
| Wages and salaries | 0 | 757 |
| Overheads | 0 | 336 |
| | <u> </u> | <u> </u> |
| | 0 | 1,403 |

The Executive Committee's general report

Summary

The Danish Section reached a watershed in 2010. In October 2010, membership of the Danish Section passed the 100,000-mark, making the Danish Section one of the largest democratic NGOs in Denmark. The rapid growth in the number of members and activists sends a strong signal that Human Rights have a solid, popular hold in Denmark, and consolidates the Danish Section as a credible and influential player promoting Human Rights.

Strategy

The Danish Section contributed to the development of the six-year international ISP, the Integrated Strategic Plan approved at the 2009 ICM. The ISP came into force in 2010 and will continue up to and including 2015. All sections and structures in Amnesty International are expected to adhere and conform to the ISP in order to increase Amnesty's collective efforts to enhance respect for Human Rights and to make these efforts more effective. The Danish Section's Executive Committee and its secretariat have developed a Danish action and strategy plan that closely adheres to international strategy as well as to the global and European two-year priorities agreed by the general secretaries. Read about Amnesty's strategy at www.amnesty.dk/side/om-amnesty.

Human Rights work

In 2010, the Danish Section influenced the political and media debate on Human Rights in Denmark, and we were able to notch up a number of good Human Rights results both nationally and internationally. In 2010, the Danish parliament ("Folketinget") approved a new police complaints system for the country. This demonstrates how important it is for organisations with ambitious goals such as Amnesty to work and plan for the long haul. In 2010 the Danish Section received much praise for leading Amnesty's successful efforts to safeguard freedom of speech and the freedom of assembly for sexual minorities in the Baltics, and we also noted – big and small – steps forward in our work with Demand Dignity, refugees, torture and violence against women.

Activism

In 2010, the Danish Section focused on encouraging both members and non-members to act for Human Rights – recognising the importance of creating a solid, popular bulwark against the gradual attrition of respect for Human Rights that we have unfortunately been witnessing – also in Denmark – since 2001. At year-end the Danish Section could communicate with and activate over 180,000 Danes, and collectively, in 2010, the Danish Section organised more than a quarter of a million actions for Human Rights, for example, participation in letter writing, texting and online actions as well as participation in demonstrations and other events. At a local level, activism was also vigorous with strong involvement of groups and local associations in the activity packs in addition to their own activities.

One Amnesty

The marked increase in membership and net revenue made it possible for the Danish Section to pursue its ambition of becoming a "One-Amnesty" locomotive – and contributing to the development of a more efficient, global Human Rights organisation. In 2010, the Danish Section was thus the eighth-largest financial contributor to the global Amnesty task of documenting Human Rights problems, acting to prevent or mitigate such problems and ensuring growth for Amnesty in countries where the organisation is not as strong as it is in Denmark. In addition, in 2010, the Danish Section used a considerable proportion of our employee resources to develop Amnesty internationally.

The Executive Committee's general report

C1 – Empowering people living in poverty

In 2010, the Danish Section worked at the international level to have Human Rights solidly embedded in the UN 2015 goals (the Millennium Development Goals) in advance of the New York September 2010 summit. Among other activities, the Danish Section held meetings with politicians and civil servants and published the report, "From Promises to Delivery", which was sent to more than 240 players in Denmark. Working in close co-operation with the 92 Group's 23 NGOs and with Mary Robinson's organisation, Realising Rights, contributed to ensuring our influence, in Denmark and internationally. Denmark's priorities in accordance with the 2015 goals included Human Rights and gender equality; the EU proposal for the UN final document demanded a Human Rights approach in development policy and recommended that the interests of marginalised groups should be at its core. Most importantly, the final declaration from the summit reflected several of Amnesty's recommendations and contained a greater number of references to Human Rights than the original draft had done.

The Section's work in recent years to strengthen the Human Rights approach in Danish development policy also began to produce results in Denmark. The Danish section prepared a response to the Danish government's "Strategi for Dansk Udviklingspolitik" (Strategy for Danish Development Policy) and contributed to ensuring increased focus on all Human Rights in the strategy. The Danish government agrees that focused efforts to protect the most vulnerable are needed, and that the poorest people must be considered. Collaboration with other NGOs and an open dialogue with the Danish Foreign Ministry have also been central to the work of the Danish Section.

As part of the *Demand Dignity* campaign, the Danish Section also focused on Human Rights and living conditions in slum areas by way of our "Summer of Slum" activities (see E1). Amnesty published the report "Insecurity and Indignity: Women's experience in the slums of Nairobi, Kenya" about women's conditions in the slums of Kenya, collected signatures, sent letters and met representatives of the Foreign Ministry. The Danish Section co-ordinated and arranged for the handing over of 130,000 signatures – collected in eight different countries – in Nairobi on "World Habitat Day", October 4, 2010. A total of 500 people participated in the handover, which was co-ordinated with Amnesty Kenya and a number of local NGOs. The signatures were published with the message "STOP forced evictions now" in a full-page advert in Kenya's largest newspaper, "The Sunday Nation". The message was repeated on banners used for demonstrations and at the actual handover.

The Danish section also supported international work to reduce maternal mortality, particularly in the USA and in Burkina Faso. The Danish Section published reports on both countries, sending copies to the main stakeholders, met the Burkinabe ambassador to Denmark and worked to ensure that the organisation's recommendation regarding MDG 5 on health was taken on board.

The Executive Committee's general report

C2 – Defending unprotected people on the move

The Danish Section objected strongly to sending asylum seekers to Greece, where conditions are inhumane, and asylum seekers have little chance of having their case processed. In May, 2010, in spite of warnings from the Danish Section, as well as from UNHCR and the Red Cross – and despite there being a case pending at the European Court of Human Rights – Denmark began a new practice of speeding up forcible returns and sent 20 refugees, including two children, to Greece in the course of 2010.

However, at least 300 planned forcible returns of refugees were halted by the Court of Human Rights thanks to the efforts of the Danish Refugee Council (“Dansk Flygtningehjælp”). In January 2011, in the case of an Afghan refugee who had been forcibly returned to Greece from Belgium, the Court ruled that his Human Rights had been breached. Denmark has now agreed to halt any additional forcible returns and to process the stayed cases. The Danish Section is now working to ensure that the 20 asylum seekers who were returned to Greece before the Danish government altered this practice, can travel back to Denmark and have their cases processed here.

In 2010, the Danish Section continued its efforts to prevent forcible returns to Bagdad, Diyala, Kirkuk, Ninewa and Salah Al-din in Iraq, which was also advised against by UNHCR. The Danish Section published the reports, “Civilians Under Fire”, and “New Order, Same Abuses”, which contributed to maintaining the focus on the continued violations taking place in the country. At least 41 Iraqi asylum seekers were forcibly returned in 2010 in spite of the very real danger of persecution and abuse.

The Danish Section worked for the right of residence on humanitarian grounds for vulnerable groups: trafficked women, people with life-threatening illnesses and (together with Save the Children) child asylum seekers. The Danish Section also prepared a response to the draft bill, L 188, which again tightened Danish policies regarding the treatment of non-Danish citizens. One of the Danish Section's concerns was that expulsion of non-Danish citizens would become easier – even after they had been living in the country for a long time – and that it would become considerably more difficult to obtain a permanent residence permit on humanitarian grounds.

The Danish Section participated in meetings arranged by the Danish Ministry of Integration and expressed its concern about Danish and EU asylum and immigration policies. Amnesty International published the report, “Libya and Malta: Seeking safety, finding fear”, which documented serious Human Rights violations – including systematic torture and other abuses – against migrants and asylum seekers, seeking access to Europe through Libya. But in spite of this, the EU pays Libya EUR 50m to carry out border control. In that connection, Danish MEP Jens Rohde tabled a question for the European Commission on the matter. The Commission also responded to Amnesty's enquiries, saying that it – in collaboration with Libya – “attaches great importance to the protection of Human Rights”.

Medical Group

The Medical Group's report, Survivors of torture in Denmark, a follow-up survey of 13 tortured asylum seekers (“Torturoverlever i Danmark, en opfølgende undersøgelse af 13 torturerede asylansøgere”) found that torture survivors in Denmark often have difficulty overcoming their torture, and that they do not receive adequate support. It is recommended that every person who says he or she has experienced torture should be offered a special medical examination in that connection and that follow-up procedures for torture survivors who have obtained asylum should be improved.

In the year under review, the Medical Group examined 10 cases from Armenia, Russia, Afghanistan, Kazakhstan and Syria, and participated in actions in support of a Chinese Human Rights activist in relation to HIV/AIDS, and in support of Moroccan and Russian prisoners who do not receive medical treatment while in prison. The torture examination carried out by the Medical Group was one of the main reasons why the



complaint submitted by an Iranian man who had been refused asylum in Denmark, was upheld by the UN Torture Committee. The examination showed that the Iranian had scars on his body which could only have been the result of deliberate violence using a knife or other sharp object. The Committee came to its conclusion in November 2010, adding that the Iranian was in personal danger of becoming a victim of additional torture on his return. The Danish Refugee Appeals Board subsequently afforded the man asylum in compliance with S. 7(2).

The Executive Committee's general report

C3 – Defending people from violence by state and non-state actors

In 2010, the Danish Section helped set the agenda for an important discussion on anti-terror legislation and practice centring on the balance between the right to security and the right, among other things, to privacy and a fair trial. In connection with its annual report Amnesty criticised the Danish government for jeopardising Human Rights and the protection of the law to pursue the war on terror – which led to an intense debate and a meeting with Justice Minister, Lars Barfoed.

The war against terror – and Human Rights

In September 2010, the Danish government published its promised review of anti-terror legislation, based exclusively on statements from the police, the Office of the Public Prosecutor and PET, the Danish Security and Intelligence Service. Not surprisingly, it concluded that the legislation in question had been useful, and put forward suggestions for additional, future methods of surveillance. The legislative review was widely criticised for its lack of objectivity and thoroughness. Pressure on the government led to a hearing on the review in January 2011. The hearing unfortunately focused more on the threat from terror than on the consequences of the legislation for the protection of the law for individuals.

The Danish Section – globally and in Denmark – laboured to have the use of diplomatic “assurances” stopped, as our research clearly shows that such assurances are no guarantee against torture or other forms of abuse. Amnesty published the report, “Dangerous Deals: Europe’s Reliance on ‘Diplomatic Assurances’ against Torture”. The Danish Section also criticised the Danish authorities for stating that they would expel individuals after having obtained diplomatic assurances, and specifically planned to extradite Niels Holck to India in spite of comprehensive documentation of torture and abuse in Indian prisons. In November 2010, Hillerød Court ruled that diplomatic assurances would not protect Holck sufficiently against the risk of being tortured, and that extradition was therefore not acceptable. The case has been appealed to the Eastern Division of the High Court of Denmark.

Police complaints system

In 2010, the Danish parliament passed legislation introducing a new police complaints system, establishing a new, independent police complaints authority. The new act came about not least because of the Danish Section’s advocacy through the preceding five years, building on the Section’s own research, which, among other things, led to the report, The handling of complaints against the police (“Behandling af klager over politiet”) from 2008. The Danish Section welcomes this new legislation and hopes that in future citizens who complain about the police, will have easier access to an objective and unbiased complaints procedure.

Violence against women

In 2010, the Danish Section continued its efforts to strengthen the protection of the law for women in Denmark who have been raped. In response to pressure from the Danish Section, the Danish Parliament tabled a bill stipulating that there should be no difference in punishment for rape by an attacker (stranger rape), date rape, or rape by a partner. The Danish Section submitted its response in February 2010, welcoming the improvements, while pointing out the remaining shortcomings in the legislation. On March 8, 2010, the joint Nordic Amnesty report, “Case Closed”, was published in an updated, international version in connection with the UN summit in New York on the rights of women.

Another success was getting rape and sexual assault on the agenda at the meeting of the Nordic Justice Ministers. The Danish Section handed over signatures from thousands of activists the world over, appealing to the Nordic governments to increase legal protection for rape victims. The Danish Section had meetings with civil servants at the Danish Ministry of Justice, and raised the subject at a meeting with Justice Minister, Lars Barfoed. It should be mentioned that the Justice Ministry is expecting the results of a review of the relevant legislation, initiated by the Penal Board (“Straffelovrådet”) in 2009.

The Executive Committee's general report

Capital punishment

The Danish Section participated in the World Congress against the Death Penalty in Geneva, with 1,500 delegates from 100 countries. The Medical Group circulated letters to medical associations in Vietnam, Pakistan and Iran in order to encourage dialogue on the execution of young people. The Group also sent letters to authorities and a medical association in Taiwan concerning capital punishment in that country. Reports and letters were sent to Iranian authorities, and a speech was made at the demonstration commemorating the first anniversary of the killing of Neda, the Iranian woman.

The Danish Section also worked to place on the agenda the implications of Human Rights for Denmark as a nation at war. In January 2010, the Danish Section contacted the Danish Defence Minister to submit recommendations concerning conditions in Afghanistan. Defence Minister, Gitte Lillelund Bech, later contacted the Danish Section and suggested a meeting, focusing on the risk of torture in connection with the transfer of prisoners – including prisoners taken in collaboration with troops from other countries – as well as how to handle the loss of civilian life.

C4 – Protecting people's freedom of expression and freedom from discrimination

The Danish Section led comprehensive European efforts to ensure realisation of the first LGBT Pride parade (for lesbians, gays, bisexuals and transsexuals) in Lithuania. Our efforts included activism, lobbying Danish and Lithuanian authorities, negotiating safety aspects with the police, public relations work, and building capacity in local LGBT organisations (see E1). The Danish efforts were later highly praised in the subsequent international evaluation report.

The Danish Section also worked against draft legislation to prohibit homosexuality in Lithuania, which was tabled in the autumn of 2010, and collected signatures and carried out lobbying activities to prevent the bill from reaching the statute book. The Danish Section also collaborated with other European sections on the EU Anti-Discrimination Directive.

In 2010, Amnesty published a report on draft legislation in Uganda discriminating against LGBT groups and imposing the death penalty for homosexuality. The Danish Section collected around 15,000 signatures addressed to the President of Uganda, and handed them over to the Ugandan ambassador at a meeting in Denmark. The LGBT activist, David Kato, visited the Danish Section in connection with collaboration between Amnesty and LGBT activists in Uganda and contributed to the Copenhagen Pride event.

Amnesty International mourns the loss of David Kato, Human Rights activist from Uganda, who – in the face of persecution, violence and death threats – continued his work for LGBT rights. Those of us who met him during his visit to Denmark in August 2010 will remember his quiet, but intense description of the difficult conditions under which he and his organisation worked. He was murdered in his home on January 26, 2011.

Amnesty International published reports on the discrimination of Romas in Romania, Italy, Czech Republic and Kosovo. Members participated in an action focusing on Romania at the National Council Meeting, and the Danish Section worked to get conditions for Romas on the agenda through media activity and by sending reports to the Danish authorities.

The Danish Section also wrote letters to the ambassadors for the ASEAN countries in Denmark / the Nordic countries, encouraging them to put pressure on Myanmar to safeguard free speech and the freedom of assembly, and to free prisoners of conscience.

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Corporate responsibility

In 2010, the Danish Section worked actively to ensure that companies respect Human Rights. This relatively new area within international law and standards is evolving rapidly, and a new potential is arising to have Human Rights recognised as part of central issues in Denmark and internationally by both companies and states. There is still much to be done before – at national and international levels – we have a system to ensure that Human Rights are seen as part and parcel of responsible business management, a system that can prevent violations, holding those responsible to account when abuses do happen. We are at the forefront of this work.

In Denmark the Section's participation in The Danish Council on Corporate Social Responsibility ("Rådet for Samfundsansvar") as NGO representative for the 92 Group has brought with it the potential for influence and dialogue in a number of core areas. At a fundamental level, we have managed to inject the UN's Human Rights Due Diligence recommendations for companies into the work of The Danish Council on Corporate Social Responsibility across the board. We have also been influential in forming the council's guidelines for responsible supplier management and the recommendations for the government's CSR action plan.

In line with a global Amnesty strategy, we have had meetings with the Danish Foreign Ministry and EKF, Denmark's official export credit agency, in support of OECD's "Common Approaches" for export funds and the revision of OECD's "Guidelines for Multinational Enterprises". As a result of international efforts, OECD member states now acknowledge that the respect for Human Rights needs to be taken into account.

The Danish Section has continued its work to promote active ownership among Danish companies, including Danica Pension and Danske Bank concerning investments in companies which manufacture nuclear weapons, and Barrick Gold Corporation, Vedanta Resources and Shell – based on Amnesty documentation of the companies' involvement in Human Rights violations. We also entered into dialogue with DONG Energy concerning Human Rights violations committed by a Columbian supplier, and with A. P. Moller-Maersk concerning a partner's wrongful treatment of labour activists in India and problems concerning worker's rights at a factory in China. The Danish Section has also co-operated with DIEH, the Danish Ethical Trading Initiative, and, among other activities, hosted a seminar for commercial enterprises on the subject of their approach to Human Rights in China.

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P1 – Growing the Global Human Rights Movement

In 2010, the Danish Section strengthened the global Human Rights movement by helping to build the capacity of local organisations in Romania and Lithuania. In 2010, Section employees were in Romania to help with capacity building at the Roma organisation, Romani CRISS, with regard to training, campaigns, and Human Rights principles and standards. Collaboration will continue in 2011. There are plans for representatives for Romani CRISS to visit the Danish Section with a view to assisting the Section in respect of our plans for a future Roma campaign.

The Section's efforts to safeguard free speech and the freedom of assembly in Lithuania by way of launching the country's first Pride parade was very much a case of building the capacity of local LGBT organisations. Through this work and by participating in meetings both in Lithuania and in Denmark, the organisations were supported in – and gained experience from – contacting the authorities, politicians and the police, negotiating, building relations and handling the media.

The Committee for Financial Support donated a total sum of DKK 166,000 to a number of relief projects: Human Rights projects and organisations and victims of Human Rights violations, including, for example, our collaboration partner, the Lithuanian Gay League.

P2 – Building effective partnerships

The Section focused on identifying and developing partnerships. Efficient collaboration is all-important in the fight against poverty, Interactive's Human Rights training work and the social responsibility of companies, LGBT efforts in East European countries and in connection with the campaign against the forcible clearing of slums in Kenya.

With our Demand Dignity efforts, Amnesty has ventured into a field in which we are only gaining experience. Efficient relations are essential in order to maximise our usefulness in harmony with the organisations that have been working directly with the fight against poverty, slums and maternal mortality for many years. We can also contribute important analyses and strengthen joint efforts in terms of the Human Rights aspect where we do have comprehensive expertise, built up through 50 years of work. At the same time Amnesty can help create a platform for the promotion of local voices and organisations – in the Kenya campaign, for example, the Danish Section contributed to the effective co-ordination with local NGOs (see C1, E1).

In Denmark the Danish Section engaged in lobby and media activity in collaboration with the 23 NGOs in the 92 Group in order to encourage the EU and Denmark to increase their focus on the Human Rights of the poor (see C1). The Danish Section also represents the 92 Group in The Danish Council on Corporate Social Responsibility (see C4). Close collaboration between NGOs is a necessary prerequisite in order for the Section to be properly prepared to take part in The Danish Council on Corporate Social Responsibility negotiations. This effort involves utilising the organisations' expertise in various areas on a regular basis.

The Danish Section also collaborated with Sexual Minorities Uganda (SMUG) in order to stop the discriminatory draft legislation against homosexuals stipulating the death penalty for homosexuality.

In 2010, Interactive employees travelled to the Faroe Islands to capacity-develop Amnesty's Faroese Section in terms of Human Rights training. The Danish Section passed on its own experience in terms of training, made suggestions and held two teacher-training courses for a total of approx. 30 participants. This work was influential in having Human Rights placed on the curriculum for approx. 1,000 Faroese schoolchildren in 2010.

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Interactive also participates in a Danish training network for various NGOs and other similar organisations involved in training. This network strengthens the Danish Section and other participating organisations because it creates a forum for sharing experience – for example, in terms of teaching methods and teachers' professional requirements. Moreover, the network encourages collaboration in terms of joint initiatives and also functions as a vehicle for the Danish Section for the promotion of Interactive's training courses and our approach to Human Rights training. This network collaboration will continue in 2011.

P3 – Promoting Human Rights to create solutions

The Danish Section assesses that it is necessary to intensify its work to recreate and develop a vibrant Human Rights culture in Danish society. A culture to function as a bulwark against Human Rights violations and the diminution of respect for these rights. The Danish Section therefore wishes to increase the Danish population's understanding of and support for Human Rights through Human Rights training that challenges people, provokes them to take a stance, and encourages reconsideration, empathy and reflection.

In 2010, 353 people attended Interactive's training courses. Preliminary numbers indicate that – on average – each attendee teaches 35 students about Human Rights on an annual basis. In addition, many students learn about Human Rights on the basis of the approx. 2,500 instruction booklets we circulate – taught by a teacher who may not necessarily have directly attended one of our courses. In addition, in the fourth quarter of the year, Interactive held workshops on homophobia for pupils in grades 8-10. In total, 37 teachers participated with 364 students from 25 different classes from nine different schools in a total of 17 workshops.

The experience Interactive gains through its activities, is continually fed back into training courses and materials, developing and enhancing both teaching methods and the contents of the courses. Interactive employees continuously evaluate training courses and materials, which were also evaluated by an external body (Cubion) after the first 12 months. The evaluation report was completed in early 2010. It was prepared on the basis of response from teachers and student teachers who attended a course in 2009. The report is very positive in terms of marketing, the innovative contents of the training courses and their direct applicability to the teacher's own teaching environment.

Amnesty's "Human Rights Friendly Schools" project is international and comprises 14 schools, spread across the world. A Human Rights Friendly School is one which not only teaches Human Rights but which also integrates Human Rights into the school's curriculum, teaching methods and management, the objective being to develop a Human Rights culture based on equality, dignity, respect, non-discrimination and participation anchored within the community. Everybody should understand, value and protect Human Rights.

In Denmark, we conducted a 12-month project in collaboration with the Kon-Tiki School, a privately run primary school in Hillerød. The school focused on the Human Rights aspect of all school activities through an entire school year, ending in the summer of 2010. We gained a lot of experience – most of it positive. A set of guidelines were prepared along with a list of good ideas for other Danish primary schools which might wish to become Human Rights Friendly schools. The guidelines were written by an external consultant in collaboration with the Danish School of Education, Aarhus University, the chair of the association of teachers of Danish in the public school ("Folkeskolens Dansklærerforening"), and others.

The Executive Committee's general report

The Danish Section was responsible for the planning and implementation of an international Human Rights Education Forum (May 11-14, 2010) on "empowerment and social change". Participants were Amnesty employees involved in the teaching of Human Rights from 44 Amnesty sections and structures across the world as well as a number of employees from the International Secretariat, (IS), particularly IS employees working with IS's Demand Dignity project. The forum further enhanced co-operation across Amnesty sections involved in Human Rights training, and increased understanding of the interrelation between Human Rights training courses and the Demand Dignity campaign.

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E1 – Promoting active participation by members and supporters

In 2010, the Danish Section encouraged many people to become active for Human Rights. A total of 256,000 actions for Human Rights were carried out via the Danish Section during the year – an action being defined as a signature on the web or on paper, recorded participation in an event, a subscription for activity packs or LifeLine participation.

LifeLine

LifeLine, a mobile phone system making it possible for activists to sign a petition or statement via their mobile phone, became increasingly popular. In December 2010, almost 20,000 persons subscribed to this text-messaging service. The Danish Section's LifeLine efforts will continue in 2011, and the Section will run a PR campaign to attract more subscribers, including non-members, offering them – perhaps in spite of a hectic working day – a way of being active for Human Rights via their mobiles. In 2010, the Danish Section circulated 31 actions via LifeLine. The average response rate was just over one third, meaning that an average of approx. 6,500 people contributed to each LifeLine action. The Danish Section's LifeLine activists played an important role in connection with the successful implementation of the Baltic Pride parade in Vilnius.

In 2010, four large activity packs were prepared by the secretariat for the use of Amnesty members wishing to contribute actively to Human Rights work.

Activity pack 1: Capital punishment (March-April 2010):

The Danish Section carried out a number of letter-writing actions in March 2010 to coincide with the publication of the annual death-penalty statistics. A total of 60 groups and individuals subscribed to the pack. The action was also circulated via the "Skriv for liv" network and via LifeLine. More than 1,500 letters were sent to the relevant authorities. Groups all over Denmark organised 27 different events – 20 of these were reported by the local press. In Copenhagen, the campaign concluded with a "Skriv for liv" café event, where authors Stig Dalager, Janne Teller and Jan Sonnergaard gave readings of bespoke texts on capital punishment, and café guests wrote letters. The Danish newspaper Berlingske Tidende made a video interview for its online news.

Activity pack 2: Baltic Pride (April-May 2010):

In the months leading up to the event, the 2010 Baltic Pride event in Vilnius was very close to being cancelled. As part of the campaign strategy, Danish activists were hard at work to prevent cancellation. They photographed friends, passers-by in the street, celebrities and local politicians with rainbow flags to show solidarity for the Lithuanian LGBT organisation, LGL. More than 70 persons / groups subscribed to the pack, and LGBT rights and Baltic Pride training courses were held in the four largest cities in the country. And Danish activists sent messages of encouragement to LGL.

The Danish Section received more than 1,000 pictures from all over Denmark. They were used to make a large poster which was handed over to the Lithuanian ambassador at a lobbying meeting. Centre Odense arranged a photo run where activist and members from Funen competed with local city council members. Centre Aarhus arranged a flash mob, a large crowd of people gathering to form a rainbow flag. The Danish Section arranged similar events at seven secondary schools in Aarhus and in Zealand. The action was also posted online and circulated via LifeLine.

A drive to collect support for allowing the Baltic Pride event in Lithuania to go ahead resulted in 35,000 signatures, which were handed over to the Lithuanian president in the full glare of the media. The Pride event, the first ever in Lithuania, went ahead in a peaceful manner – in spite of the presence of a number of



violent anti-Pride demonstrators. The freedom of assembly and right to free speech for Baltic gays, lesbians, transsexuals and bisexuals was thus protected.

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Activity pack 3: Evictions in Kenya (June-September 2010):

In order to shine a light on Human Rights violations and living conditions in the slums, the Danish Section campaigned against the eviction of slum dwellers in Nairobi. A total of 82 groups / persons subscribed to the pack and at intervals participated in culture festivals, city night time events, etc. As part of the activity pack, Amnesty's Youth team visited more than 20 secondary schools and staged happenings ("forcible evictions"), collecting signatures and recruiting new Youth members. The action was also posted online and circulated via LifeLine. At Roskilde Festival activists participated with "wearable bulldozers" which they used to "forcible evict" guests from their tents, collecting signatures. The Danish Section – in collaboration with nine other NGOs – held training courses on slum conditions in Kenya. The Danish Section's PR team "forcibly evicted" a group of guests at the festival, resulting in articles at the online version of the newspaper Politiken and in the magazine Gaffa.

This activity pack resulted in more than 18,000 signatures, which were included in an international action. In total, the Danish Section collected 130,000 signatures against slum evictions. These were handed over to Kenya's Housing Minister. Local Danish actions and culture events generated more than 30 newspaper articles. In addition, the Danish Section held training courses for activists in Copenhagen, Aarhus and Aabenraa.

The anti-slum eviction campaign was given an extra boost by the band U2. Amnesty and U2 had agreed that Amnesty could collect signatures at concerts on the band's Europe and USA tournaments – a total of 40 concerts – in the course of 2010-11. In Horsens, at the U2 concert, 25 volunteers / face2facers from the Danish Section worked for two days. Before the concerts, they collected 6,930 signatures against slum evictions in Kenya. A total of 876 people provided their mobile numbers and were thanked by text message during the concert with best wishes for an enjoyable event. A total of 2,753 left either their mobile number or their email address, adding that they would be happy to be contacted by the Danish Section. In the course of the entire slum campaign we have so far recruited 200 new members. While U2 played "Walk on" (which is dedicated to Aung San Suu Kyi), 40 people entered the stage carrying lanterns with the Amnesty logo. Finally, Bono, the band's lead singer, thanked all those who had signed their names in support of Amnesty's campaign and encouraged listeners to support us: <http://www.youtube.com/watch?v=VLsMS1TzAU8>.

Activity pack 4: "Set Them Free Write-a-thon" (December 1-10, 2010)

This was an international letter-writing action involving more than 42 sections with the purpose of writing letters to 10 prisoners in various countries and to the relevant authorities. For the Danish Section, this resulted in: more than 4,000 handwritten letters, more than 8,000 letters written online, and more than 32,000 signatures submitted via LifeLine.

Over 250 persons / groups / schools subscribed to the letter-writing action. The campaign attracted a lot of attention from the media, resulting in more than 20 articles in local newspapers. The campaign was also posted on Facebook – with many people clicking the "Like" button. The centres and the secretariat organised Light-a-Candle events and letter-writing actions in all of the three towns on December 10, 2010, to mark the United Nation's Human Rights Day.

Among other signature collections was the appeal to the Nordic governments to improve legal protection for victims of rape, which generated many thousands of signatures from all over the world. Active members in many countries, Denmark among them, submitted a total of 50,000 signatures asking Germany to support the EU Anti-Discrimination Directive instead of blocking it. The Danish Section organised "death penalty cafés" across the country with specific actions on seven death penalty cases. A thousand letters were written – both declarations of support and letters to the relevant authorities. More than 200 Amnesty activists put their names down for the Copenhagen Pride event, at which Amnesty received the "salmon prize of the year" for its efforts in support of LGBT rights, particularly in the Baltic countries and in Uganda.

The Executive Committee's general report

Amnesty IMPACT 2010

In 2010, for the second time, the Danish Section organised the Human Rights conference, Amnesty IMPACT. The theme was Human Rights and the war on terror; 400 participants had registered to attend the conference. Speakers at the conference were Professor Jude Howell (London School of Economics); Attorney Ben Wizner (American Civil Liberties Union); Tara Lyle (Amnesty UK); Public Prosecutor Jørgen Steen Sørensen; Professor Eva Smith; Head of Legal Affairs, Jacob Mchangama; and the chair of the Danish legal policy association ("Retspolitisk Forening"), Bjørn Elmquist. The conference chairman was Clement Kjersgaard, TV host and after-dinner speaker.

Youth

The Danish Section ran a large recruiting campaign in the autumn of 2010, resulting in the formation of 10 new groups at secondary schools in central Jutland and eight in Zealand. A Copenhagen Activism Group was also set up for previous youth members wanting to be involved in events in Copenhagen. In addition, the Danish Section hosted the Nordic Youth Conference in Copenhagen in August 2010, in which more than 50 youth members participated, primarily from Norway, Sweden, Finland, Faroe Islands and Denmark. A number of guests had been invited from Kenya and Zimbabwe. The theme was Amnesty's anti-slum campaign. The total number of active youth groups has now reached 30.

Centres

In addition to the above actions, Centre Aarhus co-operated with Aarhus Filmfestival, in which the Danish Section has participated for a number of years. Members also campaigned against capital punishment in Uganda. Centre Odense was very active in connection with the Baltic Pride event and managed to set up a meeting with local politicians on the subject of new anti-discrimination legislation. The Centre also arranged an exhibition of Baltic Pride photographs. In addition, Centre Odense was the main organiser of Impact 2010. The unmanned Centre Aalborg was the venue for a number of public events organised by the Aalborg local association. The Danish Section's showroom in Frøslevvejren is manned entirely by unpaid volunteers, organised by the Frøslev Committee. The showroom had a record year in 2010 with 9,000 visitors. This is comparable with most of the publicly supported museums in southern Jutland.

Local activism

The Danish Sector has 29 local associations and a number of Amnesty groups which subscribed in the course of the year to one or more activity packs (see above) in addition to setting up their own, local activities. On the International Women's Day, March 8, 2010, many local activities were set up to increase the focus on the comprehensive violations of women's Human Rights in many parts of the world.

As from the beginning of 2011, the name of the Danish Section's last remaining special group – the Working Group for Children (AoB) – was changed to the Amnesty Group for Children (AoB), in order that this group may take part in the Local Associations' Council meetings and receive support from the secretariat on a par with other groups. The AoB will also be receiving financial support from the Danish Section with effect from 2011. The Medical Group is now considered a working programme under the secretariat. The integration of local activism announcements in the AMNESTY magazine was finally implemented in 2010.

In the course of 2010, financial support and deficit guarantees to the tune of approx. DKK 100,000 were allocated from the Danish Section's supplementary fund for local activities. Monies from the fund were allocated to 18 different local activities. Finally, the secretariat has continued AktivService, the activism service, which makes it possible to contact the relevant secretariat employee directly via a single telephone call or single email.

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Children's rights in Greenland

In 2010, with support from NunaFonden and POST Greenland, the Danish Section conducted a project to bring the UN Convention on the Rights of the Child to the attention of children of specific age groups in Greenland. In the autumn of 2010, the Danish Section visited a number of selected schools in Greenland as part of the project – focusing on the Convention through talks, training courses, and a concert. Before each visit the school had arranged a theme week on the subject of the UN Convention on the Rights of the Child for their older students, aged 11-14. Towards the end of the campaign, an Amnesty group visited schools in hamlets normally passed by in connection with talks, concerts and other events, and which may therefore experience a certain isolation. The objective was for Greenlandic children at selected schools to absorb the essence of the UN Convention on the Rights of the Child, i.e. understand the importance and relevance of the convention. The children had an experience for life with the participating musicians, and both they and their parents learned more about the Convention of the Rights of the Child through song, music and talks.

Another part of the project consisted of the creation of a children's poster, illustrating the Convention of the Child. The poster was distributed to all Greenlandic children aged eight to ten. The poster shows a Greenland town with houses, a school and shops, and was made much like an Advent calendar with "windows" to be opened. On the outside of the windows are positive statements from an article of the convention. But when you open the window, you see an illustration of a negative story relating to the same article. The poster is colourful and interesting and makes it possible for children to explore the articles of the convention – and to ask an adult if an explanation is needed. The poster also serves as a basis for training courses on the subject of the UN Convention of the Rights of the Child, or perhaps just for a chat between child and adult about children's rights.

The objective was to draw attention to the UN Convention on the Rights of the Child – which we did. In addition to the children, teachers and parents who experienced Amnesty's Child Rights events at the selected schools, many more heard about the convention through the Greenland media. A survey is ongoing of the effects of the children's poster that was sent to all Greenland schools.

E2 – Linking the local and the global

Work on this aspect of Amnesty's six-year international strategy plan was initiated in 2010. The local association in Aalborg will be working on a pilot project in co-operating with a well-functioning group in Zimbabwe in order for the Danish Section to learn how in future it can *collaborate with* vulnerable rights-holders instead of – and this is what the Danish Section has tended to do – *working on their behalf*.

The Executive Committee's general report

E3 – Responding effectively to emerging challenges and opportunities

The Danish Section has been able to react quickly and efficiently to a number of emerging Human Rights stories in the media. In December 2010, at the time leading up to the Nobel Peace Prize ceremony in Oslo, the Section participated in a number of interviews specifically about the winner of the Peace Prize, Liu Xiaobo, and about Human Rights violations in China in general. The press team managed to generate even more media attention with the information that Chinese people living in Norway were threatened by the Chinese authorities and pressurised to turn up for counter demonstrations against the peace prize. These media activities resulted in a number of newspaper, radio and television interviews.

Another ongoing news story, which the Danish Section has commented on publicly, has been WikiLeaks' revelations about military operations in Afghanistan and Iraq, and later about the American Embassy. These stories resulted in a number of interviews in national newspapers.

In 2010, the Danish Section set itself the task of improving our "rapid response", ensuring that the organisation would have a position on news items within 24 hours. The implementation of daily media meetings at the secretariat in the fourth quarter of 2010 ensured that all news stories, opinion pieces and editorials in the main Danish media with a Human Rights angle were discussed and – if appropriate – reacted to.

The rapid-response procedure also meant that in several cases the secretariat was able to issue a press release just a few hours after a news story had broken in the media. One example was the Danish Section's comments on the so-called "Lømmepakke" (tightening legislation on public disorder), when in December 2010 the City Court of Copenhagen ruled that the mass arrests during the Climate Change Conference in December 2009 had been a Human Rights violation. The rapid-response procedure will be further optimised in 2011, enabling the secretariat routinely to position itself on relevant subjects within just a few hours.

E4 – Communicating effectively

The Danish Section has published a large number of opinion pieces for the country's leading national newspapers, in which the general secretary has expressed the organisation's views on current news items and general themes in the Danish media debate. There were more than 10 major articles – including an op-ed piece written jointly with DanChurchAid ("Folkekirkens Nødhjælp") on how to encourage a Human Rights based approach to Danish development policy.

The dailies were pleased to receive discussion and op-ed pieces from the Danish Section, and in some cases this led to even more media coverage. An article about the use of torture, for example, led to an invitation to our general secretary, Lars Normann Jørgensen, to take part in a radio discussion about the Danish government's attitude to torture. The Danish Section also made clear statements in the media on the use of diplomatic assurances and torture in India. In April 2010, after the Danish Minister of Justice decided to extradite Niels Holck to India, the Danish Section was able to highlight this issue through several television, radio and newspaper interviews.

When the Danish Section reached its target of 100,000 members in the autumn of 2010, it also enjoyed wide media coverage. The number of Amnesty members by relevant local areas was a popular story in quite a number of local weeklies.

An extensive media campaign, combined with criticism of Denmark on a number of very tangible issues (such as how Human Rights and legal principles were being jeopardised in favour of the war on terror), gave the Danish Section widespread coverage of the 2010 annual report, documenting Human Rights violations in 59 countries and territories, and stating Amnesty's recommendations to the governments of these countries.

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Knowledge of a number of other reports, such as the medical report Torture survivor in Denmark ("Torturoverlever i Danmark") from the first quarter of 2010, was also promoted through the secretariat's media activities. It was subsequently covered by Journal of the Danish Medical Association ("Ugeskrift for Læger"), Danish radio's P1, P2, P3 and P4, the news agency, Ritzau, and national newspapers and online media. Among other international Amnesty reports which were well covered by the media in the course of the year, were reports on Human Rights in countries such as Iran, Iraq, North Korea and Greece (breakdown of its asylum system).

The Danish Section wrote and circulated 38 press releases in the course of the year on everything from maternal mortality and the UN's 2015 goals to punishment by caning in Malaysia and Baltic Pride. Most of these press releases were published by national newspapers and online media. A number of local media also showed great interest in reports and statements from the Danish Section – despite the fact that in many cases the subject was Human Rights violations far removed from readers' daily lives. The number of so-called "press hits" – the number of times Amnesty was mentioned in the local and national media – was as follows:

1st quarter, 2010: 433
 2nd quarter, 2010: 424
 3rd quarter, 2010: 391
 4th quarter, 2010: 518

AMNESTY

AMNESTY, the members' magazine, was issued four times in 2010, which is the normal frequency. The magazine's 2010 themes focused on Human Rights and Human Rights violations in Denmark, "The New Europe", the USA and Iraq. In addition, AMNESTY also published photo reports on maternal mortality and Baltic Pride. The media was conscious of the magazine AMNESTY, and national newspapers quoted three out of its four issues. The magazine draws upon a solid base of well-respected freelance writers and photographers. In 2010, AMNESTY was invited to join Infomedia, the media analysis company. This means that its articles are now searchable by all Infomedia's clients, which include media houses. Amnesty receives payment for articles retrieved via Infomedia. By agreement with AI Faroe Islands, AMNESTY was also sent to the approx. 1,900 Amnesty members in the Faroes.

www.amnesty.dk

Amnesty's website had many visitors in 2010 with more than 27,400 hits per month – and more than 35,000 hits in both April and May 2010 in connection with the Baltic Pride campaign. The number of hits for several individual months were twice the number for the same month in 2009 – due to a great extent to the circulated newsletters and Amnesty's campaigns. The web team co-operated closely with the media team, and increasingly the website was updated on a daily basis. The leading Amnesty magazine stories were also converted to web format and posted on Amnesty's website. In addition to offering information on Human Rights violations throughout the world, the website focused on offering active members a way to get involved and becoming active.

Visual identity

In 2010, the Danish Section implemented the new, international visual identity with the redesigned logo, using the yellow colour as a clear signal colour plus a number of other permanent graphic elements and the Amnesty fonts. The purpose of the new visual identity is to increase Amnesty International's recognition factor and visual impact, irrespective of national borders.

The Executive Committee's general report

L1 – Investing in volunteers, staff, leadership and systems

Competence development for managers and employees – arming them to work strategically and professionally towards Amnesty's Human Rights goals – has for some years been an important policy for the Danish Section. In 2010, we focused particularly on strengthening internal networks and knowledge sharing and on building Amnesty International's capacity across sections and national borders.

In 2010, each Amnesty worker spent an average of approx. 6.5 days on developing his or her skills, including both internal and external training courses, conferences, knowledge sharing and meetings with a learning or development element within Amnesty's international framework. In 2010, an average of about three days per employee was invested in knowledge sharing and meetings within the Amnesty framework. This underlines our focus on internal learning and capacity building across sections, and the Danish Section has been a supplier of knowledge and skills training to other sections.

For many years the Danish Section has sought to professionalise its secretariat. In 2010, the Section carried out its first employee satisfaction survey, which showed a high level of satisfaction, both with the Danish Section as an employer and with management of the Section. In fact, 93% of employees expressed a high level of satisfaction with their place of work, and 86% were very satisfied with the way the Danish Section is managed and developed.

In 2010, unfortunately, there were several long-term absences due to illness, some of them stress-related. For this reason, we shall focus on stress management in 2011. Sickness absence excluding long-term illness, however, remains very low (2% on average) and is fairly stable. This is also reflected in the high level of satisfaction among employees. In addition to working on skills development and improving the workplace environment, the HR strategy focused on creating clear and transparent workflows.

One of the main initiatives in this context is organising campaign-related tasks as projects. For example, all campaigns of scale are now organised as a project with a project manager and a project owner with the Section management as its steering group. The intention is for this joint steering model to lead to more uniform workflows with greater clarity and transparency of the decision process. This is expected to contribute to increased efficiency and better management of campaign work.

L2 – Governing effectively

The Danish Section is one of just over 50 national sections (formally: sections, structures and pre-structures), making up Amnesty's global democratic organisation. Each year, the Danish Section holds a National Council Meeting, at which the members of the Executive Committee are elected. The Executive Committee appoints the Danish general secretary, who leads the secretariat's work on a daily basis.

National Council Meeting 2010

The 2010 National Council Meeting attracted 500 participants with good representation from all parts of the activism system and general membership. One focus was to present and discuss the new international strategy plan that had been approved at the ICM in August 2009. The speakers at the National Council Meeting included Professor Eva Smith; Rev. Per Ramsdal; the Iran expert Ali Alfoneh; the chair of the union PROSA, Niels Bertelsen; and blogger Lars Hvidberg. There was also a panel discussion with representatives from most political youth organisations. There were many international guests from the international secretariat, AI Zimbabwe, AI Ghana, AI Croatia, AI Sweden, AI Norway as well as representatives from our partners in the Baltics, Lithuanian Gay League and the Tolerant Youth Association.

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Executive Committee

In 2010, the Executive Committee participated actively in international consultation processes managed by the International Executive Committee to discuss, among other subjects:

- Human Rights focusing on effective activism med measurable results, openness about the fact that Amnesty also supports economic, social and cultural Human Rights, and the strengthening of our rapid-response procedures (in connection with serious violations of Human Rights or the risk of such violations);
- Total backing for the One Amnesty concept, including the new GPS (Global Priority Statement) process involving the agreement of all Amnesty Sections on a joint set of operational priorities;
- Backing global integration, of, for example, Centres of Expertise, Service Lines and a Global Management Team (GMT);
- A2D principles: Funds raised should be spent where the need is greatest. Backing higher assessments but with increased influence on how the money is spent;
- Democracy: All paying members are equal, the level of information needs to be high, and information transparent. Decision processes must be based on representative democracy. And Amnesty is there for rights-holders, not for its members.

Specifically, the Executive Committee resolved that in 2010 the secretariat could apply up to four man-years to international work. The Executive Committee further decided to start a pilot project to link the local with the global. Parties to the project are a group in Zimbabwe and the local association in Aalborg with support from the secretariat.

In terms of democracy, the Executive Committee decided that the minutes of its committee meetings should be posted online, and a members' network was established in support of the international consultation processes. And also – as an experiment – Amnesty groups are now invited to attend the Local Associations' Council meetings.

In 2010, the Executive Committee notched up its strategic work. The new format for strategic work, the Balanced Score Card (BSC), meant that the Executive Committee could improve its focus on the broad perspective and set its goals accordingly. In 2010, the Executive Committee collaborated closely with the secretariat on the further development of a Score Card for the Danish Section based on the ISP, and also on setting out the priorities for the work of the Danish Section in 2011. One of the benefits of the new BSC format and the increased focus on strategic management has been the introduction of indicators in quarterly reports, making it possible for the Executive Committee to adjust the Section's course on an ongoing basis.

In 2010, the Executive Committee continued its skills-development process, and focused, among other things, on Human Rights, finances and accounts and strategic management. Finally, the chair and treasurer of the Danish Section's Executive Committee participated in each their international meeting, the Chairs Forum and the International Finance Meeting, respectively. And members of the Executive Committee attended the general meetings of other Amnesty Sections.

The Executive Committee's general report

Council of Local Associations

The two annual meetings of the Council of Local Associations offered opportunities for local associations to exchange experiences, hear each other's news and offer the Executive Committee and the secretariat feedback. The Executive Committee initiated a process – in collaboration with the Section's active members – to make lines of communication more logical and the Section's democratic structure more readily understandable for new members. One aspect of this is that Amnesty groups – on a trial basis – will be invited to attend meetings of the Local Associations' Council on a par with the local associations, giving the groups the possibility of sharing the same information as other locally active members and to exchange experiences with them. In the long term, it is possible that the two local structures could merge into one, combining the benefits of the local associations' clear geographic delimitation with the more flexible structure of the groups.

L3 – Making diversity and gender mainstreaming a reality

In the Danish Section we continue to focus on gender equality. Our objective is approximate equality in numbers, both among employees and managers. Equality is relatively balanced between men and women, although there are a few more women than men (21 men and 23 women). There are, however, more men than women among the managers, in spite of the fact that the two new managers recruited in 2010, are women.

In terms of diversity, the Danish Section has set itself the target of having 10% of employees from a different ethnic background (i.e. non-Danish). In 2010, we had managed to get to just under our target (approx. 9%), and in 2011 we will increase our focus on diversity, one strategy being to initiate collaboration with an association of "New Danes" ("Foreningen Nydansker").

L4 – Leveraging technology to enable change

The secretariat co-ordinated the Section's IT projects, IT budget and IT activities generally through IT steering groups and, in 2010, it invested in conference equipment to improve the potential for video conferencing and Skype communication. This makes it possible not only for the secretariat in Copenhagen and the centres in Aarhus and Odense to be in closer day-to-day contact, but also enhances the efficacy of virtual international meetings compared with traditional video conferencing. This is also expected to reduce travel expenses when other Amnesty sections and partner organisation in other countries implement video conferencing and Skype communications. In 2010, the Danish Section participated actively in international work to roll out a common financial reporting system, and through our participation in the so-called CoCoA group (see R3) we contributed to the research and selection of an IT reporting system for the movement.

The Executive Committee's general report

R1 – Building new constituencies and renewing membership

In 2010, the Danish Section continued working to increase membership, and to increase members' involvement in Human Rights work. New members have been recruited through a wide range of channels, using different techniques aimed at different target groups. Recruitment of new members led to a net increase, and in October 2010 the Danish Section reached a total of 100,000 members.

Once a person has been recruited, the new member is introduced to Amnesty's loyalty work. In 2010, this mostly took the form of welcoming the new member, thanking them for their support, informing the member of the Danish Section's work and about Human Rights, and giving the member the possibility of getting further involved.

In 2010, the members of the Danish Section and others interested in Human Rights availed themselves of many different channels to become involved in Amnesty's Human Rights work. In the course of the year under review, a total of more than a quarter of a million transactions were carried out for Human Rights: LifeLine or online actions, subscription to activity packs and participation in events, signature collections in various parts of the country, etc. Particularly online and mobile platforms have facilitated a large volume of easily accessible Human Rights activism with a high rate of loyal participation.

R2 – Increasing our donors and growing our resources

In 2010, the Danish Section continued its work to increase support for Human Rights work. The Section's efforts to increase support for Human Rights work naturally focuses on its more than 100,000 members, as this is the basis from which the Section draws the greater part of its resources. Being able to draw upon the strength of its 100,000 members, the Danish Section had a sound base on which to work during the financial crisis.

In 2010, in order to optimise the effects of efforts to recruit new members in previous years, the Section focused strongly on increasing support for Human Rights work by developing individual members' loyalty and their contributions to Human Rights work. The Danish Section worked to increase loyalty and contributions in Denmark, as well as internationally, through a number of programmes, such as the loyalty programme, activism, support appeals, upgrading and online campaigns.

In 2010, over and above financial support from members and other contributors, the Danish Section received a number of legacies, making it possible for it to make substantial, extraordinary contributions to international projects, etc.

The Executive Committee's general report

R3 – Distributing our resources strategically

At the 2009 ICM a decision in principle was reached to the effect that self-financing sections (such as the Danish Section) should pay higher assessments with a view to strengthening and growing Amnesty's global Human Rights work in countries where it does not yet have a presence, and countries where the local section is short of resources.

The Danish Section has been a strong advocate of the principle that Amnesty's total global resources should be directed to areas in which Human Rights issues are the most serious, and where Amnesty's efforts can benefit vulnerable rights-holders the most – usually in the Global South.

One Amnesty

In 2010, the Danish Section continued its efforts to develop operational Amnesty work, globally and at the European level. In 2010, up to 10% of the Danish Section's employee resources were applied to "One Amnesty" work, which aims to make Amnesty a more efficient and powerful campaign organisation, bringing about better results for Human Rights work.

In 2010, the general secretary of the Danish Section was one of 10 general secretaries participating in the new global iGMT leadership team (interim Global Management Team), and several Danish employees contributed actively as participants in new international structures and processes, focusing, for example, on effective activism, joint planning procedures and prioritisation, co-operation on fundraising and on the development of a new financial Amnesty infrastructure.

Common Chart of Accounts (CoCoA)

The Danish Section played a central role – through its participation in the CoCoA project in co-operation with eight other Amnesty sections – in the development of a new, international reporting system. The CoCoA plan includes the development of joint accounting standards and policies as well as new accounts categories for the entire movement. In 2011, the Danish Section will be among the participants in a pilot project, which will subsequently be used for the entire global movement's financial reporting. The Danish Section has also committed itself to a mentor role – as a so-called Cluster head – for a number of other sections in connection with the development of the new joint standard.

Corporate Social Responsibility (CSR)

The new system will focus particularly on transparency and responsibility, and for the first time this year's accounts for the Danish Section contain a special CSR chapter, stating measures taken and initiatives planned in this area. The new requirement arises from the Danish 2008 Annual Accounts Act which lays down that companies above a certain size, submitting certain types of accounts, must report on their CSR commitments. The Danish Section feels it is natural – irrespective of size of organisation and type of accounts – that it should live up to the principles of openness and transparency.

From Assessment to Distribution (A2D)

The Danish Section also participated in the PrepCom meeting preparing for the International Finance Meeting (IFM) at which models for a new distribution system to replace the present system were discussed. A decision on the new system will be made at the 2011 ICM. It should be viewed in the light of the 2009 ICM resolution to increase the transfer of resources from the larger, self-financing sections to global Amnesty work and to support smaller and new sections, particularly in the Global South, where Human Rights problems tend to be the most serious.

The Executive Committee's general report

Global Planning Team

Since 2009, the Danish Section has made an employee available on a part-time basis to work in the new Global Planning Team, which – in addition to supporting the interim Global Management Team (iGMT) – has developed new processes for agreeing common priorities (Global Priority Statement, GPS), supporting the formation of global teams working across sections and disciplines, and developing better reporting and planning tools and processes with a view to ensuring better alignment between national and international efforts and increasing global efficiency and co-ordination within Amnesty.

Fundraising Management Team (FMT)

The head of fundraising in the Danish Section participated in the development of FMT and is still part of that team, which – in 2010 – developed the first global strategy for fundraising. The FMT is a good example of how international co-operation and co-ordination can increase knowledge sharing, through the sharing of best-practice procedures and other tools. The Danish contribution to the considerations of the FMT has added significantly to the enhancement of global fundraising thinking within Amnesty.

Capacity building

The Danish Section continues its not-inconsiderable commitment to help build capacity in other structures and sections. In consultation with the International Secretariat in London, we assess where our efforts are most needed. During the course of 2010, employees from the Danish Section advised on and / or taught effective activism in Croatia, Zimbabwe, Nepal, Thailand, Poland and other countries. In addition, the Danish Section assisted other sections in the fundraising field, including Spain (database) and Finland (fundraising strategy). The Section also developed global toolkits – for example, an F2F toolkit – for recruiting new members. It was also very active at international Amnesty skillshares.