



AMNESTY INTERNATIONAL

**2018 REPORT TO ACCOUNTABLE
NOW**

¹ **International Women's Day 2017 Argentina.** Amnesty International members and supporters celebrate International Women's Day 2017 in Argentina.

² **Demonstration against the detention of Amnesty Turkey staff, London, July 2017.** Amnesty International staff stand in Solidarity with Taner Kiliç, Idil Eser (Amnesty International Turkey's Chair and Director) and other activists detained in Turkey.

Table of Contents

1. Strategic Commitment to Accountability	3
2. Organizational Profile	4
3. Report Parameters.....	7
4. Governance, Structure and Key Stakeholders	8
I. Programme Effectiveness	12
 NGO1: Involvement of affected stakeholder groups.....	12
 NGO2: Mechanisms for stakeholder feedback and complaints	14
 NGO3: System for programme monitoring, evaluation and learning	15
 NGO4: Measures to integrate gender and diversity.....	16
 NGO5: Advocacy positions and public awareness campaigns	18
 NGO6: Coordination with other actors.....	19
II. Financial Management	21
III. Environmental Management	23
IV. Human Resource Management.....	25
V. Responsible Management of Impact on Society	29
VI. Ethical Fundraising.....	32

1. Strategic Commitment to Accountability

1.1 Statement from the most senior decision-maker of the organization.

Amnesty International believes in the strength that we create by coming together and openly sharing with our peers - but also sharing with anyone drawn to seek social justice on some of the very pressing challenges we face today. Coming together and joining forces is the promise that keeps giving us hope as we continue to grapple with this time of grave challenges for human rights across the world.

After only few very intense months of having started this job, I am thankful for the opportunity provided by this 10th Accountable Now report to deeply reflect on our understanding and practices of accountability. It has indeed been my mission since day one to deeply listen as many voices as possible inside and outside Amnesty, to try to understand how prepared we are as a movement to confront the very serious challenges posed by the world around us.

The first very clear realisation as I took office has been that we cannot make assumptions about the inherent strength of our case. We need to be able to show **why** human rights matter and **how** people benefit through them. In spite of the impact achieved by Amnesty across many areas in 2017, rising public support for politics of demonization¹ and anti-rights agendas are claimed across the board as an obstacle to our work. While some of Amnesty's more traditional tactics, such as lobbying influential foreign governments and using regional/international human rights mechanisms, continue to prove successful (especially in Europe, MENA and Africa), we are seeing signs that the human rights framework needs to engage and collaborate more openly with other social justice frames if it aspires to remain relevant in the struggle for increased civic space, more open and accountable societies, and justice and equality for all.

Secondly, I have the strongest conviction that Amnesty International needs to think hard about what are the best ways in which it can be the **ally** that social justice movements need in these troubled, but beautiful times in which we live. Collaborating effectively with other actors to collectively address the root causes and effects of injustice, violence and inequality, and to ensure all people's rights are respected and protected is not only a value we hold dear, but an absolutely central part of the recipe for success. Human rights abuses happen in a context of overlapping systems of power and domination, so we can't be effective if we try to deal with any of them in isolation. When we are dealing with complex issues from gender discrimination to climate change, the need for dynamic partnerships is paramount. For this to become a reality, we have to commit, with actions, to really learn from our transition and adapt our internal ways of working. This will involve systematically sharing information, resources and knowledge with our partners and providing effective opportunities for people to interrogate our work and approaches. I am reassured to see many of these substantive reflections shared publicly and transparently in this report as this can be used as a tool to establish constructive dialogues and shared visions about what matters and how we should work to achieve our aims.

¹ According to Amnesty International recent analysis of current global trends, "demonizing narratives have become increasingly overt, widespread, and popular. There are certain conditions which are routinely exploited to promote the politics of demonization. Inequality is rising in many parts of the world, as are perceptions of cultural displacement, and politicians have exploited this by using simplified narratives which identify scapegoats to blame for a popular sense of discontent – often migrants or other minorities. Politicians and groups promoting exclusionary or demonizing agendas have increased their legitimacy, appeal and resonance among different demographic groups. New media delivery and consumption patterns can fuel prejudices against marginalized groups and create echo chambers that give the appearance of momentum to toxic ideas". Source: "Us Vs Them: Changing Amnesy to beat the demonizers". Internal document for members only.

Thirdly, wherever we operate, it is our responsibility to ensure that the high standards which we demand of others are also respected in our own organizations. This year our movement was shaken by the devastating account of how a long-standing and respected colleague struggled in the face of organisational change. Gaëtan Mootoo's tragic death and what it unveiled in terms of organisational culture, structure and ways of working² is deeply troubling and as such we have the collective responsibility to take a hard look at ourselves and find the most compassionate way to address our individual and collective failures. I am determined we should come out of this tragic event as a stronger, more compassionate, and more people-centred organization. In this and other related areas, for this to happen it will be key that we rebuild trust, both internally and externally, which means mainstreaming ways of working where **individual and collective wellbeing** is at the forefront. In doing this, not only will our practices become more **sustainable** but we will also be more resilient to the increasing changes, challenges and opportunities that have been described in detail in this report, most notably our approaches to streamlining gender and diversity and stakeholder engagement at different levels, including how we gather feedback and how we allow ourselves to be influenced by it. We have been taking some important steps to that end during 2018 as we started developing a 'Safeguarding, Dignity and Integrity' model on how we worked together, inspired by the #MeToo movement.

We are committed to foster integration within our re-distributed model, focusing on the positive and transformational changes to our culture and how we work as a global movement. Crucially though, the challenges of our day require that we increase our ability to listen and learn from a wider myriad of social justice actors and champions, as well as from diverse sectors and disciplines to better understand and articulate how human rights change happens. These are practices that I see reflected across the board, and you will be able to dive deeper into some of them as you read this report, but I am fully aware that we should strive for deeper engagement and more nuanced interrogation about our assumption on what works and what doesn't (and why).

Creating enabling environments across the world for human rights to be enjoyed by all requires a **systemic** approach and understanding of how to effect change in the world we live in at different levels (local, national, regional, global). **Learning** to skillfully identify and distinguish between individual events, the trends they manifest, and the deep drivers that are behind the trends will allow us to pour our efforts towards tackling the deep drivers of change, instead of adopting strategies and selecting thematic programs that may win victories in the short term but may not address the medium and long term. The rise of the politics of demonization may be worrying today, but there can be strategies that can address it as well as its other permutations in the longer-term future.³

What I have just described is a work in progress, a journey in the making, which will be crucial in the design of the next set of strategic goals for the organization to be adopted in 2020. So I want to close by opening a conversation because if one thing is clear is that we do not have all the answers. This is not the time for working in silos, and it is our ethical commitment, and wholehearted belief as a global movement, that we need to 'walk the talk' and as a result strengthen our legitimacy and relevance in conversation with a greater diversity of people from different communities

Kumi Naidoo

2. Organizational Profile

2.1 Name of the organization

² Source: Review into the death of Gaëtan Mootoo by James Laddie QC. 19 November 2018. Available at: <https://www.amnesty.org/en/documents/org60/9413/2018/en/>

³ Source: The Future of Human Rights: How Amnesty's strategic goals can respond to the challenge of politics of demonization and prepare for the decades to come, February 2018. Think piece by Amnesty International and the Human Rights Lab. Internal document.

2.2 Primary activities

Amnesty International's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. In pursuit of this vision, we seek to investigate and expose the facts, whenever and wherever abuses happen. Through lobbying governments, and other powerful non-state actors such as companies, it makes sure they keep their promises and respect international law. By telling the powerful stories of those at the sharp end of human rights abuses, we aim to mobilize millions of supporters around the world to campaign for change and to stand in defense of activists on the frontline. A key strategy to achieve that is through supporting people to claim their rights through education and training.

In 2015, the International Council (IC) of Amnesty International adopted five Strategic Goals to guide the work of the organization globally. This strategy has been driving Amnesty's work since 2016 and has recently been extended until the end of 2020.

1. **Reclaiming freedom:** A world in which everyone knows and can claim their rights
2. **Securing equal rights for all:** A world in which human rights and justice are enjoyed without discrimination
3. **Responding to crises:** A world in which people are protected during conflict and crises
4. **Ensuring accountability:** A world in which human rights abusers are held accountable
5. **Maximizing our resources and engagement:** We will be a truly global and diverse human rights movement of people defending human rights for all

Details on these organizational priorities are described in the Strategic Goals section of our website (<https://www.amnesty.org/en/latest/campaigns/2016/01/amnesty-goals-2016-2019/>)

2.3 Operational structure of the organization

The Amnesty International global movement is comprised of national entities (also referred to as sections, structures, or national offices), international members and the International Secretariat.

Since the end of the Global Transition Programme (GTP) in 2017, the International Secretariat is structured in a distributed model, with regional offices based in various locations. Further details are included in paras 2.4, 2.5 and in the governance structure in para. 4.1.

National entities carry out work to promote human rights in their own countries/territories in accordance with [Amnesty International's Statute](#).

Individuals who live in countries where there is no Amnesty International presence (national entity) can join the movement as international members through the International Secretariat. They share the vision, mission and core values of Amnesty International and contribute to our work by joining campaigning and advocacy actions.

The International Secretariat provides key research, advocacy, campaigning and communications functions and coordinates Amnesty International's day-to-day work at the global and regional levels. It is structured by directorates, each headed by a member of the Senior Leadership Team:

- i. Office of the Secretary General (governance, global strategy and impact, movement support to national entities)
- ii. Global Operations (Regional Offices including country research and campaigns)
- iii. Campaigns and Communications (global campaigns, media, brand and AV production)
- iv. International Law and Policy (policy formulation and analysis, international advocacy)
- v. Research (global thematic research and crisis response)

- vi. Global Fundraising and Engagement (fundraising and global membership development)
- vii. People and Services (finance, IT, facilities, legal, procurement, human resources and organizational development)

2.4 Location of organization's headquarters

As described in para. 2.3, the International Secretariat follows a distributed model⁴. The registered headquarters are in London, and located at 1 Easton Street, London WC1X 0DW, UK. Regional Offices are currently located in:

-Americas: Washington DC, Mexico City, Lima
 -Middle East and Northern Africa: Beirut, East Jerusalem, Tunis*
 -East Africa: Nairobi
 -West and Central Africa: Dakar
 -Southern Africa: Johannesburg
 -East Asia: Hong Kong
 -South East Asia and Pacific: Bangkok
 -South Asia: Colombo
 -Europe: London/Brussels
 -Eastern Europe and Central Asia: London/Moscow

*a small part of the MENA programme is currently located in London as well as mentioned locations

The International Secretariat has also presence in New York, Geneva, Paris, Madrid and Oslo.

2.5 Number of countries where the organization operates

As of October 2018, Amnesty International has national entities in the following 70 countries/territories:

- **Americas:** Argentina, Bermuda, Brazil, Canada (English and French speaking), Chile, Colombia, Mexico, Paraguay, Peru, Puerto Rico, Uruguay, USA, Venezuela
- **Middle East and Northern Africa:** Algeria, Morocco, Israel and Occupied Palestinian Territories, Tunisia,
- **East Africa:** Kenya
- **West and Central Africa:** Benin, Burkina Faso, Cote D'Ivoire, Ghana, Mali, Nigeria, Senegal, Sierra Leone, Togo
- **Southern Africa:** South Africa, Zimbabwe
- **East Asia:** Hong Kong, Mongolia, Japan, Taiwan
- **South East Asia and Pacific:** Australia, Indonesia, Malaysia, Philippines, New Zealand, Thailand
- **South Asia:** India, Nepal
- **Europe and Central Asia:** Austria, Belgium (Flemish and French speaking), Czech Republic, Denmark, Faroe Islands, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Luxembourg, Moldova, Netherlands, Norway, Poland, Portugal, Slovenia, Slovakia, Spain, Sweden, Switzerland, Turkey, Ukraine, UK

2.6 Nature of ownership and legal form

Amnesty International is a global movement based on worldwide voluntary membership and composed of independent legal entities (national entities), the International Secretariat, international networks, affiliated groups and international members.

⁴ In this report, if not otherwise specified, by International Secretariat we refer to both London headquarters and Regional Offices.

The work carried out through the International Secretariat is delivered through two legal entities, in compliance with United Kingdom law – where the organization is registered. These are Amnesty International Limited and Amnesty International Charity Limited. Amnesty International Limited undertakes charitable activities on behalf of Amnesty International Charity Limited, a registered charity (UK Charity Registration Number: 294230). For charity statuses of national entities, contact information can be found at www.amnesty.org/en/countries/.

2.7 Target audience

Amnesty International is a global movement of people who campaign for internationally recognized human rights to be respected and protected for everyone. We aim to prevent and end grave abuses of human rights and to demand justice for those whose rights have been violated.

We believe in taking injustice personally and that human rights abuses anywhere are the concern of people everywhere. We investigate and expose the facts through our research and campaigning activities, and we seek to influence in the most effective way those with power to make changes (from governments to other powerful non-state actors, such as companies). As a result of our approach, from a high-level perspective, our target audiences include those governments and decision-makers we seek to influence, the members of the public (including existing members and supporters) we seek to mobilise and empower, and the partners, allies and civil society actors we collaborate with and support.

For details on geographies we cover, see para. 2.8.

2.8 Scale of the reporting organization

Amnesty's members and supporters

Between 2016 and 2017 we adopted new definitions of supporters and members to better map out our constituencies.

- **Supporters** are individuals who are interested in the organization, they have taken at least one action with Amnesty International (within the given reporting period), and provided the organization with at least one piece of contact information with the permission to be contacted again;
- **Members** are those individuals who adhere to Amnesty International's mission, core values and vision and are registered as members by an Amnesty International national entity or affiliated group (as prescribed by Amnesty International Statute Article 32).

Those who we would formerly identify as activists and donors, can be now incorporated within the supporter's category. Activists are now identified as individuals who have taken two or more actions with Amnesty International, and donors, as individuals, major donors and trusts and foundations whose action was a financial contribution to the organization.

In 2017 we reported action of just short of 6.8 million supporters globally. Our baseline for the year 2016 was just short of 5.5 million. This means that we have grown approximately 1 million supporters in this period. National entities are now forecasting similar growth as given in 2016, with 2020 global projections of nearly 16 million people.

Overall, while 2017 data is not entirely comparable with previous years due to the adoption of the new definitions, it can be seen that the composition of our constituencies has remained similarly on trend. In 2016, a total of 51% of our supporters and donors identified themselves as female, vs 48% supporters and donors identifying themselves as

male, similar to 2015 figures of 51% female and 47% male supporters and donors. In both 2015 and 2016 1% supporters and donors identified themselves neither as females or males (but as Other).⁵

In 2017, we disaggregated the data and looked at composition of both members and supporters. The tables below show breakdowns in terms of gender, location and age. Globally 52.9% of our members and 48.9% of our supporters identified themselves as female, whilst 45.9% of our members and 44.5% of our supporters identified as male, with a 1.2% identifying themselves as Other.

Table 1: Members and supporters by Gender and Location, 2017

GLOBAL	FEMALE	MALE	OTHER
MEMBERS	52.9%	45.9%	1.2%
SUPPORTERS	48.9%	44.5%	6.6%

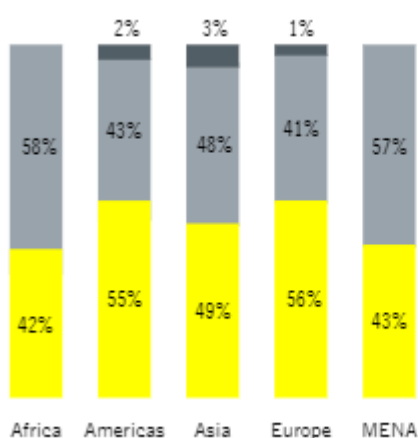
MEMBERS	FEMALE	MALE	OTHER
NORTH	56.0%	42.6%	1.4%
SOUTH	49.6%	49.3%	1.0%

SUPPORTERS	FEMALE	MALE	OTHER
NORTH	53.4%	39.8%	6.7%
SOUTH	38.9%	50.3%	10.8%

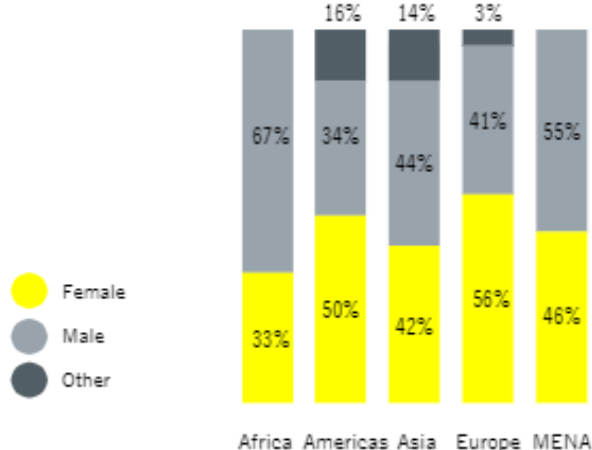
Source: 2018 State of the Movement report (Internal document)

With respect to our Other constituency, while members identifying themselves as neither male or female are still prevalent in the Global North (1.4% vs 1% in the South), this is very different for supporters of the same category, who are instead located prevalently in the Global South (10.8% vs 6.7% in the North). Looking at the regional distribution of supporters and donors from previous year (graph 2), in conjunction with the regional distribution of members for the same year (graph 1), it can be seen that our Other constituency in the South is mainly located in the Americas and Asia regions.

Graph 1: Members by Region and Gender, 2016



Graph 2 “Supporters and donors by Region and Gender”, 2016



Source: 2017 State of the Movement report (Internal document)

⁵ 33rd International Council Meeting Circular 16: State of Movement Report, [ORG 10/6459/2017], (Internal document)

Table 2 below shows distribution of our members and supporters in terms of age, which also remains in line with reports from previous years. At the global level, the majority of our members and supporters sits between the range of 36-64 y.o. When broken down geographically, the majority of our members and supporters that we would define as youth (under 25 y.o.) is located in the Global South - with 35% of supporters and 32% of members (vs 12% for both categories in the North). In contrast, >65 y.o. of both supporters and members, which account for 11% globally, are prevalently located in the Global North (33% of supporters and members vs 9% in the South).

Table 2: Members and supporters by Age and Location, 2017

GLOBAL	<18	18-24	25-35	36-44	45-64	>65
MEMBERS	5%	17%	19%	22%	26%	11%
SUPPORTERS	4%	17%	18%	24%	25%	11%

SUPPORTERS	<18	18-24	25-35	36-44	45-64	>65
NORTH	2%	10%	18%	30%	24%	15%
SOUTH	7%	28%	17%	15%	27%	5%

MEMBERS	<18	18-24	25-35	36-44	45-64	>65
NORTH	1%	11%	19%	30%	22%	18%
SOUTH	8%	24%	19%	15%	30%	4%

Source: 2018 State of the Movement report (Internal document)

Amnesty's global coverage and outputs

As outlined in previous reports, the number of research missions (that is, trips to collect human rights research and work with partners and decision-makers on the ground) and countries covered by our work fluctuates from year to year depending on internal resourcing capacity and on external developments and opportunities for impact. Since Amnesty becoming a fully distributed organization, the number of research related trips has increased. At the same time, what constitutes a mission has also changed, with more trips being undertaken in-country or intra-region and in a more organic way. It is for this reason that it is not possible for us to report 2017 figures of overall research missions.

When it comes to country coverage of our public outputs, we are able to produce data and analysis, including disaggregating by region and type of output.

We capture data on all public and internal outputs using AIDAN, our documents database. Overall, in 2017 we produced 1269 outputs globally (a decrease from the 1352 in 2016), including 618 Urgent Actions (706 in 2016), 331 public statements (344 in 2016) and 163 reports (179 in 2016). Some of these reports would be strictly internal reports, such as campaigns internal evaluations or internal organisational reviews. These would be recorded on AIDAN but not be available publicly. All reports and other documents that Amnesty International produces and are available to the public can be found using our website search engine:

From a regional perspective, the outputs we produced in 2017 predominantly cover work taking place in and about Asia (363 in 2017; 318 in 2016), Middle East and North Africa (374 in 2017, 252 in 2016) and America (130 in 2017, 206 in 2016).

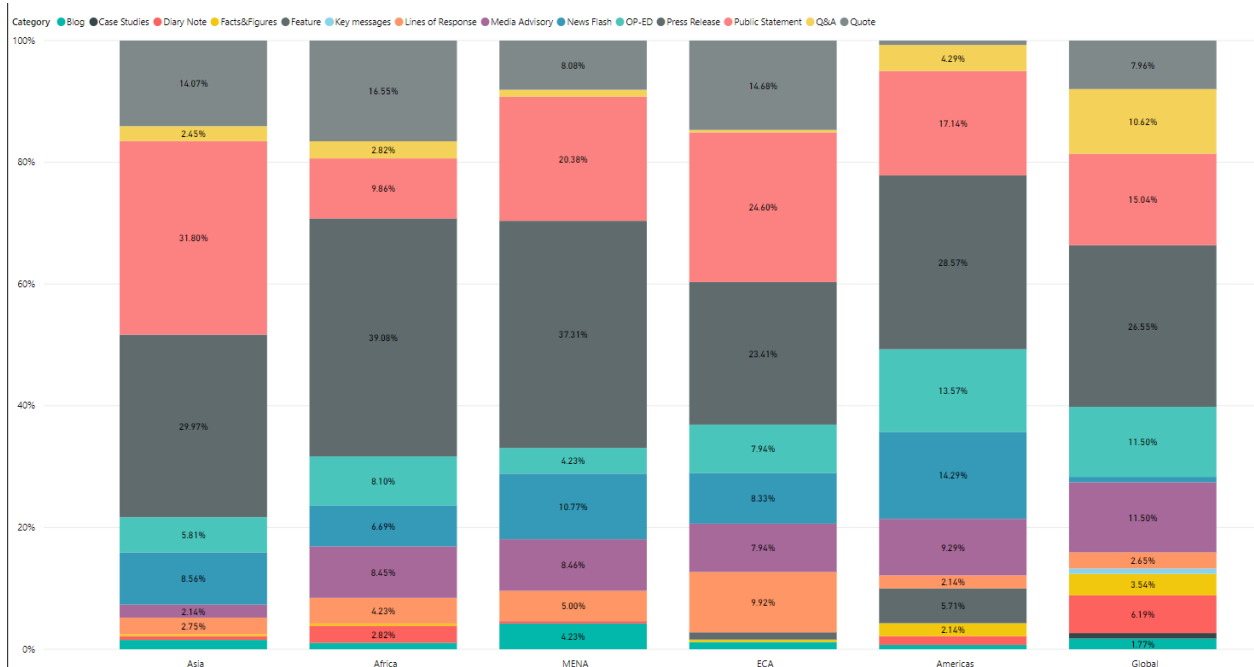
Table 3: Outputs by location in 2016 and 2017

	2016	2017
Africa	198	156
America	130	206
Asia	363	318
Europe	193	187
Middle East/ North Africa	374	252
Global	94	150
TOTAL	1352	1269

Source: AIDAN database. International Secretariat, Portfolio Management Office analysis

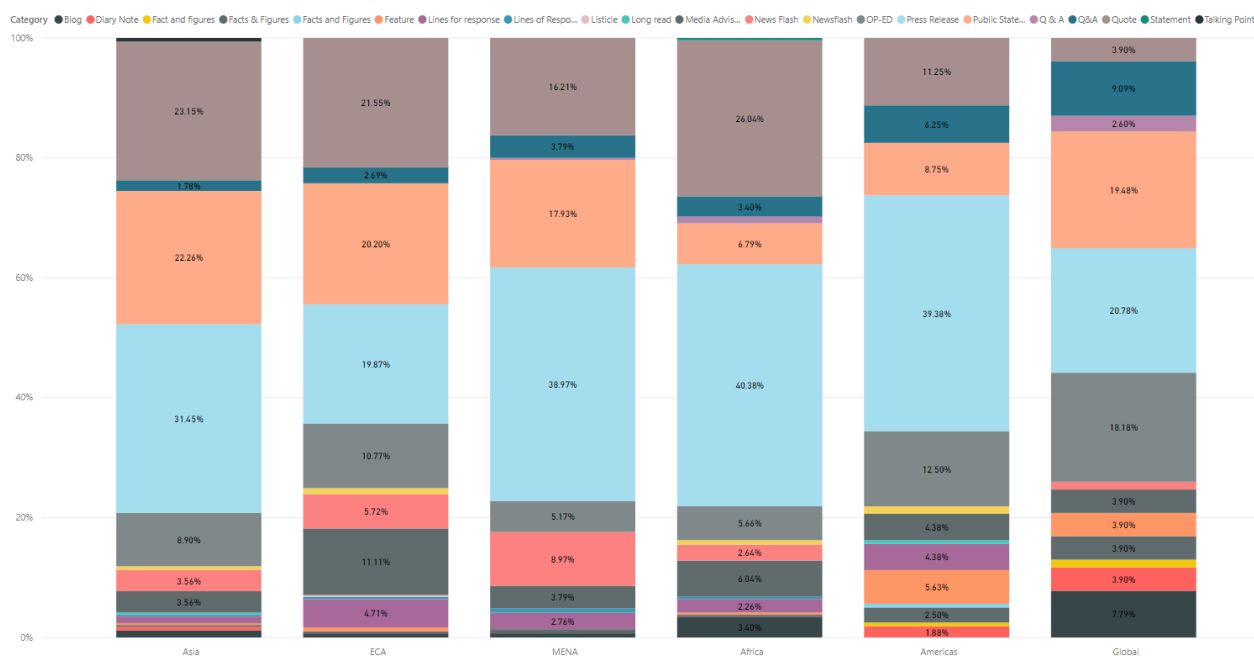
Our global communications team also monitors outputs production that pertain specifically to media work, which we present below:

Graph 4: Types of media outputs by region, 2016



Source: 2016 Media outputs log. International Secreteriat, Portfolio Management Office analysis

Graph 5: Types of media outputs by region, 2017



Source: 2017 Media outputs log. International Secreteriat, Portfolio Management Office analysis

As outlined in the latest submission, we have experienced a sustained decrease in our output production. This is a trend that continues to reflect our changing ways of working - moving away from an emphasis on volume of outputs, to a more agile, innovative and fast approach to our response to human rights abuses. This means teams have been

more creative in the choice of communication tools to target our stakeholders (which is only partially reflected in the data presented above). This trend is confirmed in the final assessment commissioned by Amnesty International to reflect on the new distributed model, which states:

“Amnesty’s digital media campaigning has improved in the last two years. Further, measurements of regional media coverage, even if imprecise, suggest improved visibility in new localities, new media and in new languages”⁶

Our ability to document human rights crisis and raise their visibility, is a prime example of how Amnesty has strengthened its responsiveness and ability to mobilise quickly on the ground since the Global Transition Programme. In 2017, Amnesty’s added-value in conflict settings and agility has continued to grow - thanks to our contribution to building partner’s capacity to document cases, carry out media work and explore innovative use of technology. Below - two case studies illustrating this:

THE POWER OF MICROTASKING⁷



Protecting refugees and migrants' rights in South East Asia and Pacific: Digital verification of AV from the [April shooting](#) was critical to calling out lies and misinformation on part of Australian government. Relying on military and digital experts really strengthened this work.

The [Decoders project 'Decode Darfur'](#) came to an end in 2017, showing impressive outcomes: 28,600 volunteers from 147 countries took part in analysing 326,000 sq km of satellite imagery to identify Darfur’s most remote villages. This was an innovative way of capturing and analysing large volume of critical data. It was also very effective in engaging people directly in the issue and giving them a deep understanding of the problem. Micro-tasking is being used in 2018 in the #toxictwitter campaign to draw information from the public under the ‘troll patrol’ research targeting Twitter’s poor standards and mechanisms to address online abuse of women.

What are we learning?

Splitting a large job into small tasks that can be distributed, over the Internet, to many people (i.e. micro tasking) has been successful both as a timely tactic when researching complex issues in hard to reach locations and to drive activism

Highlight: Urgent Actions & our impact on individual cases

Urgent Actions (UAs) represent a longstanding tactic used by Amnesty International to call for rapid activist action. They are issued when a person or a community is in imminent danger of human rights abuse and create public pressure on the authorities responsible - through letter writing, online, fax or SMS action.

In 2017, we issued **618 UAs overall**, against the 705 issued in 2016. There were **273 new UAs** and **345 follow-ups on UAs** (FU UAs). Of the follow-ups, 118 issued instructions to stop actions and successes were reported for 81 of those cases (positive stop actions). While the number of new UAs and follow-ups decreased in 2017 compared to

⁶ **Final Assessment, Amnesty’s Global Transition Programme** by Maxwell School of Citizenship and Public Affairs, Syracuse University, April 2016-May 2017 (available: [here](#))

⁷ **2017 Impact Review: What are we learning from our work? Towards a critical reflection about our most salient challenges, opportunities and best practices** [ORG/10/8945/2018] (Internal document)

2016, the number of “stop actions” increased slightly. The regional breakdown of the positive stop actions is as follows:

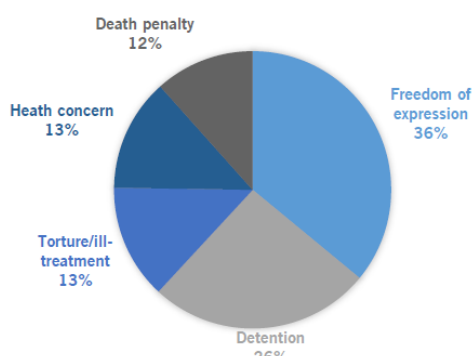
Americas	25 UAs
Asia-Pacific	19 UAs
Africa	17 UAs
Middle East & North Africa	14 UAs
Europe & Central Asia	6 UAs

2017 sees the Asia-Pacific replacing the Middle East and North Africa as region issuing the highest number of UAs. The Americas region issued considerably more UAs than in 2016, which is in line with earlier years’ trends. The number of UAs from the Europe & Central Asia region decreased significantly in 2017 instead.

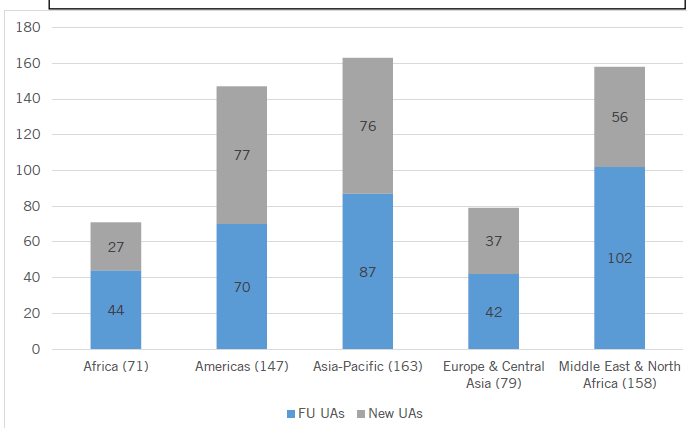
The detailed breakdown is shown on the right hand side graph 6:

The **most frequent** countries in each region were: Iran (31 UAs), USA (59 UAs), Russian Federation (24 UAs), China (48 UAs) and Sudan (16 UAs). With the exception of Sudan, these are the same countries that had the highest number of UAs in each region in 2016.

Chart 1: Urgent Actions by Topic, 2017



Graph 6: Urgent Actions by Region, 2017



The vast majority of the UAs are focused on cases of men (432 male vs 69 female) and they tend to be concentrated on civil and political human rights issues - with Freedom of Expression coming in first (186 out of 629).

Our global analysis looking at impact in 2017 indicates that achieving tangible progress on individual cases is one of Amnesty’s most successful areas of work.

Impact in this area of work is often achieved through the mobilization of our members and supporters globally. The urgent action is one of the main tools that the International Secretariat uses

to generate and coordinate global mobilization. Some national entities were also able to effectively identify national cases and bring them to the attention of our movement globally (such as the case of Chile’s [Rodrigo Mundaca](#) and Indonesia’s [Novel Baswedan](#)). Cross-entity collaboration has also shown positive results to protect and support Human Rights Defenders (such as Amnesty International Netherlands’ work to secure new EU Guidelines providing multi-entry Schengen visas for Russian Human Rights Defenders -HRDs-).

Source: **Urgent Actions statistics and analysis 2017** [ACT/10/7800/2018] (Internal Document)

2.9 Significant changes during the reporting period regarding size, structure, or ownership

The most significant change since the last reporting period is the fact that Amnesty International has concluded its Global Transition Programme (GTP), which has led to a fully distributed structure of its International Secretariat and

increasingly aligned priorities for our human rights work with local and regional realities, as a result. A full independent and external evaluation of the GTP was conducted in 2017, the results of which are fed throughout this report in the relevant sections.

The next phase of our transition is to make positive and transformational changes to our culture as a global movement – ensuring that our people are able to work together effectively and collaboratively, and feel supported in doing so. To deliver this change we have prioritised a set of initiatives, overseen by a subgroup of the management team, as core focus areas until the end of 2019:

- Strengthening Impact and Learning under a comprehensive “One Amnesty” Approach (see para. NGO3)
- Ensuring clear roles and responsibilities across offices and functions to streamline and improve our decision-making
- Fostering a collaborative culture and mobilize new and diverse constituencies.

Between 2016 and 2017 we also successfully established and launched Amnesty International Indonesia, a new national office based in Jakarta, which joins the existing group of National Offices in Brazil, India and Nigeria.⁸

2.10 Awards received in the reporting period

In 2017, Amnesty International, together with Ogilvy New York, won the 2017 Titanium and Grand Prix for Good awards by Cannes Lion and the Best in Show award by The One Show for the project “[Refugee Nation](#)”. The project unified under a common flag and anthem a team of refugees, taking part for the first time in history in the Rio Olympic games in 2016, whom otherwise would not have had a “home” to call their own.

In September 2017, the International Secretariat Finance Team was awarded the title of “[Finance Team of the Year](#)” by the Third Sector Awards, recognising the important contribution the team has been making in supporting Amnesty International work.

3. Report Parameters

3.1 Reporting period for information provided

Calendar year of 2016 and 2017. Changes occurring in 2018 mentioned where relevant.

3.2 Date of most recent previous report

Submitted October 2016, covering the calendar year of 2015 and 2014. In December 2017 we submitted an interim improvement analysis covering the calendar year of 2016 and responding to the points raised by the Independent Review Panel.

3.3 Reporting cycle

Every two years.

3.4 Contact point for questions regarding the report or its contents

⁸ National Offices are another model for Amnesty International national entity, established to carry out the work of the movement in a country where there is currently no section or structure. While the International Secretariat maintains an oversight at executive management level, operations are set and run locally, with local legal autonomy and an element of local Amnesty governance. They deliver the full range of Amnesty functions in country, with programmes work, including research, carried out and managed locally. Amnesty International National Offices operate on a temporary basis and with the objective to be recognised as structures or sections.

3.5 Process for defining report content and using reporting process

This submission is primarily based on the information collected annually from our national entity reporting mechanisms (Standard Action Reports – SAR – and Core Standards) and through individual project reviews' reports submitted by teams at the International Secretariat. To compile this report, the Global Strategy & Impact programme collaborates with the relevant International Secretariat staff within various directorates that have ownership of the different accountability areas of improvement. The content and analysis of this process is brought to the attention of Senior Management at least twice a year (to reflect on the Independent Panel's feedback and to review the analysis emerging from the internal reporting processes).

Since the most recent [feedback](#) provided by the Independent Panel in March 2018, we have introduced some improvements in our data collection processes and systems - including the development of purposeful communication materials to disseminate key messages and values around the concept of dynamic accountability and its associated practices. This is especially important in light of the new reporting framework and accountability commitments that we are transitioning towards and that we will be fully adopting in the 2020 reporting cycle.

In addition to the above, we are also in the process of improving our internal assessment of organizational performance and accountability. Our aim is so to create a streamlined performance monitoring framework for the whole organization. Once fully operational, the framework will be implemented across the International Secretariat and national entities to improve transparency, accountability, our ability to learn and grow, and ultimately to maximise our human rights impact.

3.6 Boundary of the report with regard to regions and operations

Unless stated otherwise, this report covers the entire movement of Amnesty International, including all legal entities globally (primarily national entities and the International Secretariat).

3.7 Material content limitations of the report

None

3.8 Basis for reporting on national entities, joint ventures, subsidiaries, outsourced operations or other entities

As per previous years, all Amnesty International national entities submit a Standard Action Report (SAR) containing information on their activities, impact, and growth and accountability measures for the previous year. The SAR data is collated and analyzed by the Global Strategy & Impact Programme to support global planning and measurement of the movement's performance against stated plans and our organisational strategy. This year's report is based on 52 SAR reports covering 2016 and 67 reports covering 2017 - which accounts for over 94% percent of the movement's entities.

Every two years, national entities are also required to carry out a self-assessment on their ability to comply with a set of Core Standards, agreed by the movement at the International Council Meeting (ICM) in 2013. The Core Standards aim to ensure quality governance at international and national level by encouraging national entities to identify areas in need of improvement and act on them. The first round of review was carried out in 2014 with an overall report presented to the ICM in 2015. This process was repeated in late 2016, and results incorporated in the State of the Movement report presented at the 2017 ICM and used as one of the data sources for this report. The third Core Standards self-assessment process is currently underway (as of October 2018) and the results are expected in early 2019.

With respect to financial information, all legal entities of Amnesty International are expected to adhere to local generally accepted accounting principles in preparing their own statutory financial reports. For consolidation purposes, Amnesty International's entities report quarterly financial results under a common charter of accounts and reporting mechanism, which is compliant with International Financial Reporting Standards principles. This financial information is analyzed and used for the production of our internal global management accounts and external global financial report (available on the global [Amnesty International website](#)).

3.10/3.11 Significant changes from previous reporting periods in the boundary, scope, time frame or measurement methods applied in the report

None

3.12 Reference Table

Reporting against all GRI components is covered in this document.

4. Governance, Structure and Key Stakeholders

4.1 Governance structure and decision making process at governance level

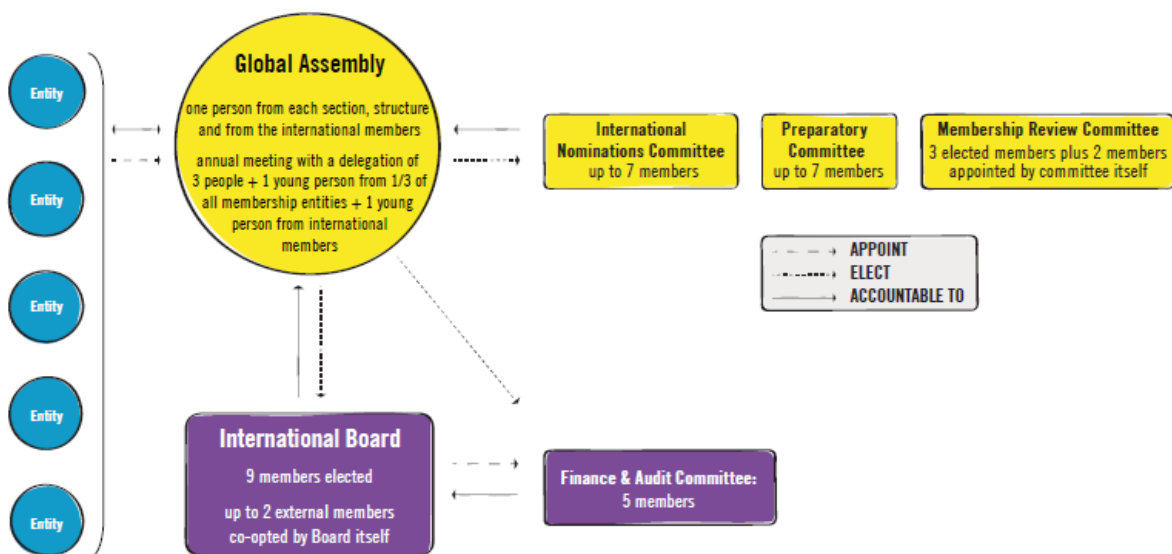
Amnesty International is a movement based on global voluntary membership; consisting of self-governing and locally registered national entities, and international members united by a central structure and by shared core values, vision and mission. Our decision-making process is based on the principle of democracy - crucial to the movement's accountability and transparency. This has on occasion been in tension with effectiveness as it did sometimes lead to slow and inflexible decision-making.

Since 2013, the movement has embarked on a governance reform process to improve our democratic decision-making, increase quality participation of the different parts of the movement, and enhance accountability. A new governance model and process to make decisions was developed and extensively discussed by the movement through several rounds of consultation. The movement made a final decision on the governance reform at the 2017 International Council Meeting (ICM). Under the new governance model, currently in the process of being implemented through a phased transition, voting rights have moved from a system of weighted voting of national entities to a system where each entity (and the international membership) has one vote. Members of national entities or the International Board can propose changes in policies, procedures and vision and mission through motions to the Global Assembly Meeting (which replaces the ICM) where they are discussed and voted on.

The Global Assembly is Amnesty's highest decision-making body, made up of one standing representative from each national entity and one standing representative from the international members group. The decision-making processes are participatory, inclusive and focused on substantive human rights issues. This means that making decisions is an ongoing process which requires each part of the movement to engage with key constituencies at different stages of the process. Physical meetings are only one iteration of this continuous decision-making process.

The below image (Figure 1) represents Amnesty International's main governing bodies and structures – in line with the recent governance reform. More information can be found in the Amnesty International Statute, recently amended in August 2017 to reflect the new governance model adopted by Amnesty in the same year.

Figure 1 – Amnesty International Governance Structure post-governance reform, 2017



The below table shows the committees elected by the Global Assembly to assist its work and summarises their functions and accountability.

Table 4: Amnesty International Global Assembly Committees

	PREPARATORY COMMITTEE	INTERNATIONAL NOMINATIONS COMMITTEE	MEMBERSHIP REVIEW COMMITTEE	FINANCE AND AUDIT COMMITTEE
function	To enhance a democratic, participatory and efficient decision-making process including the development of a strategic agenda for the Global Assembly meeting; To decide on the meeting format including the appointment of facilitators; and to ensure that adequate capacity building for chairs is available.	To find and assess candidates for internationally elected positions in the global governance bodies, striving for the right composition of appropriate skills, competencies, and regional, gender and age balance.	To conduct the process for the review of Board decisions on membership status.	To provide financial oversight of i. the legal entities which make up the International Secretariat (Amnesty International Limited and Amnesty International Charity Limited), and ii. the membership entities.
accountable to	Global Assembly	Global Assembly	Global Assembly	Board The Treasurer reports on the Finance and Audit Committee's work and the key finance issues to the Global Assembly.
capabilities	<ul style="list-style-type: none"> Strategic thinking Organizational knowledge Facilitation skills 	<ul style="list-style-type: none"> Human resources Organizational leadership 	<ul style="list-style-type: none"> Governance Finance Legal 	<ul style="list-style-type: none"> Knowledge of financial and audit systems
composition	<ul style="list-style-type: none"> Three members directly elected by the Global Assembly from the movement; The Chair of the Global Assembly (who is ex-officio the Chair of the Preparatory Committee); A representative of the Board; The Preparatory Committee may co-opt one additional member in a specialist capacity who may be external to Amnesty International; A representative of the Secretary General participates in the Preparatory Committee in an advisory role. 	<ul style="list-style-type: none"> Five members elected by the Global Assembly from the movement; The International Nominations Committee may co-opt two additional members in a specialist capacity who may be external to Amnesty International. 	<ul style="list-style-type: none"> Three members elected by the Global Assembly from the movement. For each review, the Membership Review Committee appoints two additional individuals to form a panel to conduct the review. 	<ul style="list-style-type: none"> Two members from the movement who are directly elected by the Global Assembly; The Treasurer (who is ex-officio the chair of the Finance and Audit Committee); Two other members who are either elected or co-opted members of the Board and/or one of whom may be an independent expert appointed by the Board.

The International Board may also nominate committees (for example International Board Payments Committee; Remuneration Committee; Governance Innovation Group), working groups or advisory panels to carry out its own

work, in accordance with the Board's priorities and work plan. The Board is also responsible for the determination of the committees' Terms of Reference and for communicating the composition and function of each of its committees to the Global Assembly.

The effectiveness of Amnesty International global governing bodies is dependent on both the stewardship of the International Secretariat and on the effectiveness of national governance bodies. Following its adoption by the 2013 ICM, the Core Standards self-assessment became the tool to ensure quality governance at international and national level. As mentioned in para. 3.8, the movement has so far gone through two review cycles in 2014 and 2016. The International Secretariat and International Board also assessed themselves against those standards and shared the results with all national entities. An external verification of the Core Standards was also piloted in 2015 and showed that further learning can be achieved through peer reviews. The International Secretariat and International Board self-assessments in 2014 and 2016 were peer reviewed by a directly-elected member of the Finance and Audit Committee and a member of the Governance Committee (in 2015) and by Amnesty International UK (in 2017). The learnings from each of these reviews will be addressed during the International Secretariat and International Board self-assessment for 2018. Most national entities have addressed weaknesses in their action plans during 2015 and 2017. For example, one entity revised its statute to clarify the role of the Director in relation to the elected Board, and another one developed its Human Resources policies and procedures.

4.2 Division of powers between the highest governance body and the management and/or executives

The Chair of the Global Assembly is non-executive and elected by the Standing Representatives for a term of two years and may serve for a maximum of three consecutive terms. Members of the International Board are also non-executive and elected at Global Assembly Meetings; its chair is elected by the Board members every two years, usually in September/October.

Amnesty International's day-to-day affairs and implementation of International Council/Global Assembly decisions are conducted by the International Secretariat headed by a Secretary General. The International Board appoints, supervises and evaluates the Secretary General. The relationship between them is regulated by a protocol that defines the principles for the relationship, roles, responsibilities and relations, and how to solve potential disputes. This protocol was last updated in 2015 to reflect all aspects of the relevant Core Standards; revisions are now planned to reflect the changes related to the new governance model. The International Board chair and the Secretary General also have regular calls to update and discuss emerging issues.

The Secretary General is aided in his role by the Senior Leadership Team, that, together with him, form an executive decision-making body who has ultimate responsibility and oversight over the management of the International Secretariat. The team is made up of Senior Directors, appointed by the Secretary General and reporting directly to him. Each is responsible for the management of one of the International Secretariat directorates (see para. 2.3 for further details on the organizational structure).

A Global Management Team is also in place with representatives from national entities to provide advice to the Secretary General and assist with cohesion and coordination at a management level across the movement.

4.3 Please state the number of members of the highest governance body. How many are independent and/or non-executive members?

The Global Assembly is currently made up of 64 standing representatives, one from each national entity and one from the international members group⁹. The Global Assembly meets physically once a year. In addition to the standing representative, each section, structure and the international members have two more participants in the

⁹ Amnesty International has presence in 70 countries (para. 2.5), 63 having section or structure status, 7 having national office status. As per Amnesty International Statute, National Offices cannot appoint a standing representative to the Global Assembly.

regular meeting. To ensure youth representation, one young person from one third of sections and structures (on a rotating basis) and one young person from the international members join regular meetings.

The International Board (Board) is made up of nine people elected by the Global Assembly from the movement. Up to two additional members may be appointed by the Board itself as co-opted members. The International Board in 2017 had 10 unpaid non-executive members (9 elected and 1 co-opted members); a second co-opted member was recently appointed in September 2018. Details of the International Board members can be found at: www.amnesty.org/en/about-us/international-board/

4.4 Mechanisms for internal stakeholders to provide recommendations or direction to the highest governance body

Amnesty International members can contact the International Board and are guaranteed a response [internationalboard@amnesty.org].¹⁰ Employees can contact the International Board via the International Board Coordinator at the London Secretariat. Staff have also had an opportunity to meet with members of the International Board at the time of the Board's retreat meeting at the London Secretariat in December 2017. Chairs of national entities have been able to interact with the International Board through Board member attendance at several national entity Annual General Meetings (AGMs). Other opportunities for internal stakeholders to meet with the International Board were the national entities Chairs and Directors meeting in March / April 2017; the International Council Meeting in August 2017, and at the first Global Assembly Meeting in July 2018.

Amnesty's governance structure, also provides for more formal procedures to bring matters to the attention of the Board and the Global Assembly. National entities and the Board can file proposals for motions and emergency motions to be discussed at the Global Assembly. Key topics discussed at the International Council Meeting in 2017 – through official governance processes - focused on approving the new governance model for increased human rights impact, human rights policy development, finance and movement accountability, and core standards. Entities and the International Board submitted 26 resolutions for discussion and decision and they were all given the appropriate time and space for discussion at the 2017 ICM. The International Board submitted 6 motions and one section submitted one motion for the 2018 Global Assembly Meeting. The movement also routinely consults members and staff on key policies and strategies between international meetings using a wide range of channels, from formal written submissions to face-to face forums. See also para. NGO5.

4.5 Compensation for members of the highest governance body, senior managers and executives (including departure arrangements)

Members of the International Board are not remunerated, but expenses that are incurred as part of their governance role are reimbursed. The International Board Payments Committee is an ad-hoc advisory subcommittee of the International Board. The Committee is responsible for approving payments within agreed limits requested by International Board members to make up for demonstrable loss of income as a direct consequence of their duties as International Board members.

The International Board has a Remuneration Committee. In 2017 the Remuneration Committee has:

- Ensured that the Reward Frameworks for the Secretary General and Senior Leadership Team is fit for purpose; monitored salary increase information within the sector and other relevant comparators and monitored salary levels.
- Reported on the information required annually by the 2011 International Council Meeting decision 22 on transparency of compensation and complied with the UK's National Council for Voluntary Organizations recommendations on the transparent provision of detailed information on pay available on the global Amnesty

¹⁰ Definition of members is stated in Article 32 of Amnesty International Statute (2017), also referenced in para. 2.8

International website (under the [Finances and Pay section](#)). This supplements the high-level information on senior management remuneration included in annual statutory accounts of Amnesty International Limited.

- Received an update on the Secretary General's annual appraisal and monitored the performance of the Senior Leadership Team. The committee has also monitored the agreed mechanisms for exceptional arrangements, including exit payments and compromise agreements for staff.

4.6 Processes in place for the highest governance body to ensure conflicts of interest are identified and managed responsibly

The conflict of interest and conflicts of duty policy applies to all decision-makers within Amnesty International, including the International Board. Every decision-maker is asked to avoid being in a situation where there is a conflict of interest or duty and withdraw completely from the decision-making process if they have an actual conflict or might reasonably be perceived as having a conflict. The policy framework presents definitions and standards for what constitutes conflicts of interest, and sets out procedures or 'rules', such as documentation of incidents. The avoidance of any conflict of interest is a compliance requirement of the Core Standards. The International Board has procedures in place to implement the conflict of interest and conflicts of duty policy, including pre-election/appointment conflicts of interest declarations and a register of interests that is a standing item on each Board agenda. The conflict of interest and conflicts of duty policy has been in force since 2004 and is part of leadership induction programmes. The policy is, however, now outdated and is due to be reviewed and updated. If there are credible allegations that the policy has been violated, this triggers a set of procedures to investigate and take action.

4.10 Process to support the highest governance body's own performance

As detailed above, the highest decision-making body is the Global Assembly. The standing representative, appointed by and accountable to each national entity, is usually the Chair. National entities are, however, free to decide who to appoint and they may choose to remove or replace their representative at any time. The Global Assembly elects and can dismiss its own Chair, as detailed in para. 4.2.

The annual Global Assembly Meeting elects the members of the International Board to office. The International Board members' three-year terms are staggered, with a third of the roles up for re-election at each Global Assembly Meeting. Each member is eligible for re-election for a maximum of two consecutive terms. The International Board meets in practice four times a year and is accountable to the Global Assembly. The International Board publishes newsletters to the movement after each Board meeting, with a summary of what the Board has worked on and discussed. The Board also reports annually at the Global Assembly Meeting. The International Nominations Committee refined the Competency Assessment Framework for the International Board in 2015 and used it to help ensure the elected International Board had a suitable mix of skills, experience, abilities and backgrounds. All candidates complete a self-assessment of their competencies and a summary is shared with the Global Assembly participants. At the end of 2016, the International Board members reflected on their individual and collective performance during a Board retreat and have done again so at their retreat meeting in September 2018. Monitoring the effectiveness of the Board's performance and adopting processes that ensure that relevant skills, experience and diversities are represented in the Board are compliance requirements for the Core Standards. In 2017, the International Board re-co-opted for a second term the individual who was co-opted in 2015 with strong capacity in digital engagement to complements its competency in this area. The Board has recently (in September 2018) co-opted a member with fundraising expertise. The 2017 Board retreat identified five strategic priorities for its work and will assess its performance in relation to achievements in those areas. For this period the priorities are: Human Rights Impact to inform Strategic Goals Beyond 2019, Gender and Diversity, Growth, Enhancing a Unifying Culture and Recruitment of the next Secretary General (completed). The Governance Programme at the International Secretariat has been supporting the members of the International Board to develop their skills, to ensure a greater clarity between governance and management, and to improve internal accountability.

4.14 Stakeholder groups of the organization

Amnesty International's key stakeholders are those people whose rights we are trying to protect and advance through our work – this includes individuals who are at risk of their rights being violated and their families, human rights defenders, non-governmental and community organizations and coalitions. For more information about how we relate with partners, communities and individuals in our common effort to defend and uphold human rights see paras NGO1 and NGO6. Another key group of stakeholders are those individuals who support Amnesty through their activism, financial donations, and governance of the organization – this includes members, supporters, activists, volunteers, standing representatives of the Global Assembly, boards, staff and followers (linked to our online presence). Amnesty International's stakeholders also include the governments, intergovernmental organizations and non-state actors (corporations, armed groups, media organizations) that we seek to influence through our campaigns and advocacy work. For more information on how we decide what to advocate for and who to target see para. NGO5.

4.15 Process for identification, selection and prioritization of key stakeholder groups

Through our global planning processes, we ask teams to identify, select and prioritize key stakeholders to target and work with. This will normally take place at the start of a new operational planning cycle (at least once every two years – with adjustments and reviews conducted yearly). Training and support materials provided to teams put a strong emphasis in carrying out detailed power-mapping and stakeholder mapping exercises to ensure strategies are aligned with global and regional trends. While teams aim to develop strong influencing strategies and stakeholder engagement plans, it is often a challenge to ensure workplans are manageable and sustainable. One key challenge is balancing planned and project work with having to respond to reactive work and ongoing (“business as usual”) work, which would include for instance longer-term stakeholder management work that goes beyond planned projects. To support teams, we are in the process of developing better tracking and monitoring of the balance between project work and reactive/ongoing work.

Rightholders and affected communities

In the case of individuals at risk, human rights defenders and communities that we work with and on behalf of – those are identified by teams through research, contacts and partners at national level. Our Regional Offices, who lead on regional human rights work, will be leading the identification of priority stakeholders during the planning processes of priority projects for the region, in consultation and alignment with the relevant national entities. National entities will lead the relationship with country-level partners, and will be identified and supported by our national entity staff and volunteers, with the support of our regional and global teams as appropriate.

Governments and decision-makers

National-level decision-makers are the primary target of our advocacy and campaigning work. Traditionally, members of government and other parts of the state apparatus, have been the most frequent targeted actors – pressuring them to promote human rights or to expose how their actions undermine respect for human rights. However, we are increasingly seeing teams diversifying the myriad of actors they target, something that is explicitly promoted in our Impact and Learning methodologies, training materials and internal communications. As a result of this, we have seen meaningful increase of our engagement at the national and local level with different governmental and non-governmental actors (e.g. municipal level bodies, community groups, rightholders networks), as well as some positive strides towards engaging more ‘unconventional’ actors, such as those in the private sector, the global and regional financial institutions.

Inter-governmental organizations

As mentioned in previous reports, we also work closely with global and intergovernmental organizations. Our engagement with such actors is two-fold: to use their channels, mechanisms and influence to bring pressure to key states that are violating human rights or must be held to account; and to strengthen their ability to be effective human rights watchdogs – for instance by influencing human rights standard-setting processes that they might be leading. These actors will include international and regional human rights bodies and mechanisms such as the United Nations (UN) Human Rights Council, UN treaty bodies and special procedures, and the regional human rights courts and other

regional mechanisms/structures (e.g. European Union, the African Union, the Organization of American States, Council of Europe, ASEAN and Arab League among others). Our engagement with each of these institutions is based on our priorities and assessment of the impact these institutions can have in the promotion of human rights. The International Advocacy Programme and relevant regional advocacy experts will provide support to different teams on how to engage and effectively work with these actors.

For more on who we work with and for according to core functional areas of work, please see para. NGO1.

Performance Indicators

I. Programme Effectiveness

NGO1: Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.

Organizational strategies

Working with partners and rights holders in a sustained and creative way has continued to be an essential approach for delivering successful work at Amnesty International, and we have observed substantial improvements in this area as our presence on the ground has become stronger. Innovative participatory approaches in the last two years have included work such as supporting existing movements through work such as protest monitoring (for example in Poland and the USA), developing training on technology and security in partnership with human rights defenders. Our commitment to active participation is reflected in our current global strategy under Goal 5 outcome 2, “Amnesty International is strengthened through active participation of a more diverse constituency at all levels”. We monitor how this outcome is being implemented at project level by including specific questions on active participation in templates that teams have to fill in at least once a year to review impact of their work.

As we finalise the current strategic period, the importance of focusing on the quality of engagement with our different constituencies has emerged very strongly, including understanding better the link between stakeholder engagement and impact. There is still work to be done in articulating this link at the operational level. That said, the positive trend noted in the previous report towards a more participatory culture (in our research, campaigning, advocacy, and human rights education activities), has continued during 2017, with examples of good practice in all regions.

For example, through our presence and work in Finland, in 2017 the first governmental support centre was opened in Helsinki providing comprehensive service for victims of sexual violence. This was possible thanks to Amnesty International’s long-term commitment to movement building on the issue of violence against women in the country since 2004, together with high level advocacy to ratify legal instrument, and efforts to co-develop a national implementation plan in close partnership with civil society organization. Amnesty International’s research, advocacy, campaigning and mobilization through numerous activists and petitions, media and human rights education were also key to this success. Amnesty International Ghana reported to engage rightsholders through many discussions and human rights education activities at the planning stage of its campaigns, to help design tactics or activities that are fittest-for-purpose to achieve the desired impact. This latter approach was reported as a key way of working by many other national entities.

Generally speaking, rights holders are involved when campaigning objectives and core issues are closely related to rightsholders living environment. National entities have reported that they are in the process of improving their

approach to consultation, for example by integrating gender and diversity considerations in their action plans. There is also an organizational policy guiding teams to ensure that people who are the subjects of any campaigning and advocacy material are adequately consulted and provide their consent to the use of their image and story.

Key practices and examples by core functional areas of work

Stakeholder engagement in campaigns and activism (including youth activism)

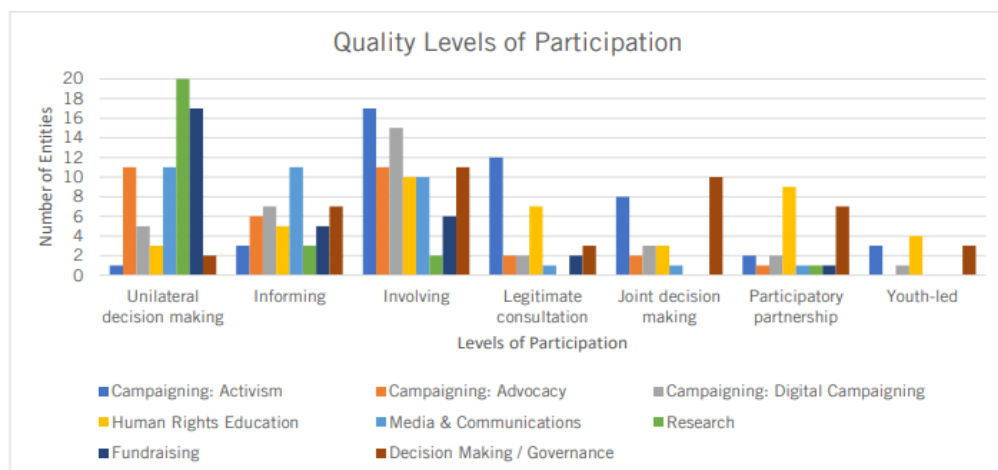
A number of initiatives and resources are regularly made available to our staff to equip them with the knowledge and skills to continue deliver our work in increasingly participatory ways. In 2017, for example, we developed an internal tool¹¹ for planning and monitoring participation of different stakeholders (including rights holders) at all stages of our work. In 2017 and 2018, several workshops on Strategic Campaigning planning were held at the global level, regional offices and national entities level – where participation of stakeholders in the campaign planning cycle is a strong component.

In 2017 and 2018, two five-day Global Participatory Approaches and Tools workshop were held for 25 participants from the International Secretariat and national entities. The key aims of the workshops were for participants to develop an understanding of the principles of participatory approaches; and to develop skills and learn about attitudes and behaviours required to implement participatory approaches and tools in their work with partners, rights holders, activists and young people. The workshop also offered an opportunity for staff to learn from good practices within the movement. Several staff who took part in the workshops have reported that they are increasingly using participatory approaches and tools to engage with stakeholders during the planning stages of campaigns.

An Activism Manifesto for Amnesty International has been developed and has been used by national entities. It includes a section on participation and stresses the importance of engaging activists (which are often also affected by the issues we campaign on) in all stages of the campaign cycle.

In 2018, a Youth Power Summit took place, bringing together around 100 young activists, youth leaders and young rights holders (including with representatives from 16 youth-led & youth-serving organizations from beyond Amnesty International). The objective of this summit was to share best practices and implementing the Global Youth strategy. The results of this summit were captured in an outcome document which outlines key targets and milestones for the implementation of the strategy.

With regards to youth participation more generally, entities reported on the quality levels of participation for eight aspects of their work, from Human Rights Education to Decision Making and Governance. The quality levels of participation ranged from unilateral decision making by the entity, to participation being youth-led. All 37 entities¹² surveyed provided information on the quality levels of participation throughout their work.



Grap 7: 2017 State of the Youth Report | Quality Levels of Youth Participation

¹¹ Enabling the active participation of rights holders, partners and activists in campaigning [ACT 10/9174/2018] (Internal document, available to national entities via Podio-campaign teams platform)

¹² Surveyed separately from the SAR process, as indicated in the 2017 State of the Youth Report

The overall responses shown above demonstrate an overall trend towards low levels of youth participation in most entities' work.

Stakeholder engagement in our governance structures and processes

In relation to participation/ stakeholder engagement in the governance level, Amnesty International's decision-making process is focused on achieving impact by a central focus on the delivery of the mission and Strategic Goals at the national, regional and global level. Amnesty International is about people – the people we work for and with and the people who constitute the movement. It is critical – for legitimacy and credibility, and for effective decision-making – that diverse constituencies are represented and able to effectively participate in the movement's governance. The Preparatory Committee of Amnesty's Global Assembly ensures that internal and external stakeholders' voices are included in the decision-making process by inviting guests to meetings as needed. Diversity in the decision-making process is closely monitored and a report on performance on diversity is regularly presented to the Global Assembly to enhance accountability and identify issues and challenges.

Stakeholder engagement in Litigation and Advocacy

In 2016 Amnesty undertook the effort to review its work on strategic litigation. A wide consultation process resulted in the adoption of a more robust and efficient approach to litigation. Following the establishment of the Strategic Litigation Unit in 2017, a network of Litigation Focal Points in national entities was set up to boost our capacity for litigation. We are also working with national, regional and thematic staff to proactively identify areas of law across all our strategic goals where strategic litigation can make a difference to advance our policy positions. Further, we are developing long-term strategic litigation projects where we will act as primary litigants, taking cases which have the potential for wide-reaching effect and therefore considerable impact beyond the individual applicant(s). Gender and diversity are cornerstones of the project, both in terms of litigation priorities (for example, challenging the criminalisation of abortion) and technique (for example, ensuring evidence collection reflects gender and diversity).

However, more work is needed to increase our meaningful stakeholder participation, some of which is currently under development. For example, we are in the process of developing a specific litigation strategy which will guide Amnesty International staff on how to identify opportunities, and to provide training and capacity building on litigation, for example to campaigners and researchers across the movement.

With respect to advocacy work, we also involved stakeholders in our advocacy activities by bringing human rights defenders and victims of human rights violations to UN forums, thus giving them space and profile to conduct joint advocacy work with Amnesty International. In September 2018, Leyner Palacios, Colombian HRD and community leader from the Chocó Region travelled to New York to hold, together with Amnesty International, joint advocacy meetings with Security Council Members regarding the Human Rights situation in Colombia and the Security Council Verification Mission (which monitors the implementation of the Colombian Peace Agreement). The conflict and implementation of the peace agreement has affected greatly Leyner and other HRDs in the region. Leyner met with delegates from 9 Permanent Missions and other UN officials, who thanked Amnesty International for bringing a "perspective from the ground".

NGO2: Mechanisms for stakeholder feedback and complaints to programmes and policies and in response to policy breaches

As reported in our latest update, we have now introduced in our reporting mechanism a clearer distinction between **general feedback and comments** and **formal complaints**.

General feedback messages and comments (for example, provided via e-mail or through our social media channels) are monitored and addressed, but no detailed records are kept of them (neither locally nor globally). We do request, however, that our national entities provide through their Standard Action Reports:

- A general description of the nature of the comments they tend to receive
- An indication of the presence or absence of social media moderation guidelines, policies and practices
- An indication about their training and support needs in this area.

Through these channels we mostly receive encouraging feedback due to our increased media presence and the threats faced by NGOs and human rights activists. These positive comments usually come from followers, supporters and new members, especially when we address locally relevant issues. That said, given the polarising effect of some of the topics we work on, some of this feedback is negative in nature, including sometimes trolling/abusive messages on social media (for instance with regards to our support to refugees through our IWelcome campaign).

We are also using feedback as an organizational tool to better understand our local constituencies. To ensure our work remains relevant to our core stakeholders and audiences, the Communications Programme has been working since 2017 with a cross team audience task force to collect and share quarterly insights based on audience research from across national entities and regional offices, but also from a number of external sources. This task force regularly shares and studies current research and trends to ensure we can take a holistic approach to engaging with our diverse constituencies in different areas, including feedback.

56% (38/67) of the entities that submitted a Standard Action Report (SAR) in 2017 reported having social media moderation guidelines and policies in place.¹³ We also noted a clear interest amongst our national entities to improve and/or create more sophisticated mechanisms to understand and manage feedback. 50% of entities reporting through the SARs (34/67) expressed explicit interest in receiving support and further guidance to manage general feedback and comments.

Formal complaints are treated rigorously as they trigger a more formal process that includes an investigation, followed by a formal response to the person making the complaint. Complaints are also recorded and used to foster organizational learning. The global policy to handle feedback and complaints has been updated in 2017, and has been made widely available in our public [website](#). In accordance with the policy, we endeavour to respond to formal complaints in writing as quickly as possible (preferably within two weeks) and then to assess the basis for the complaint within 30 working days. We encourage all entities to collect and monitor the feedback and complaints using the same template, which has been updated and re-circulated alongside the updated policy.

With regards to complaints received and handled directly by the Office of the Secretary General (OSG) at the London Secretariat in 2017, 9 formal complaints were received, 8 of which have been successfully resolved, with one still outstanding (the handling of the complaint did not achieve satisfactory resolution, and the complainer escalated to Accountable Now). The majority of the complaints related to Amnesty International policies and positions, with few referring to Amnesty International staff/volunteers instead. Each was acknowledged by OSG in a timely manner and then forwarded to relevant managers and teams upon receipt, to ensure that the response to the complainers came from staff who was best placed to address the issues raised.

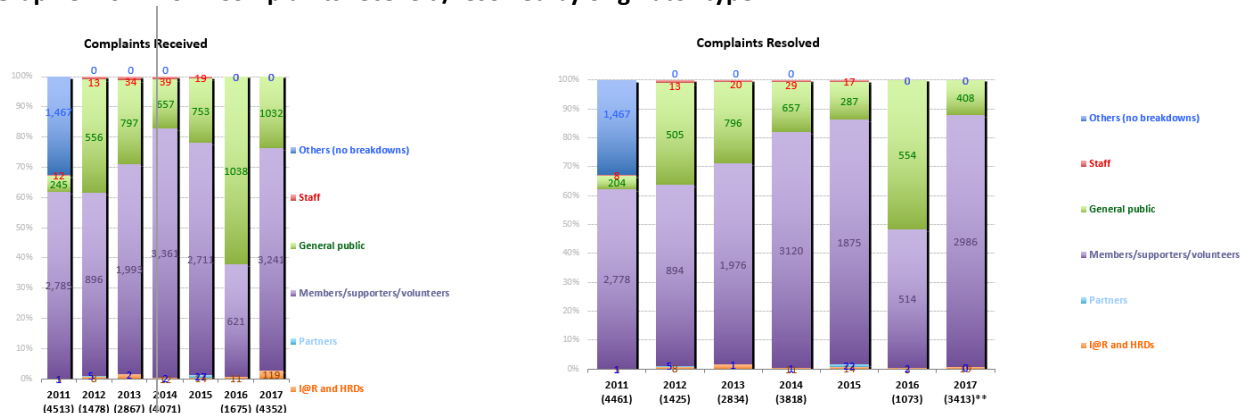
In terms of the complaints received and resolved through our national entities, in 2017 we registered 4352 complaints¹⁴, 3413 of which were resolved. Despite the initiatives undertaken to improve our reporting in this area, we still experience inconsistencies in how national entities record, follow up and report on complaints and feedback, still resulting in low capacity to discern clearly numbers of complaints vis-à-vis feedbacks. We are still providing support to and working with our national entities to foster their capacity in this area and hope for better progress in the next reporting cycle.

¹³ For example – Amnesty International Hungary [moderation guidelines](#) for their Facebook page

¹⁴ Revised figures in 2018

Across the total number of complaints received, the top reasons remains disagreement on Amnesty tactics or positions, disagreement about Amnesty’s approach to messaging, about Amnesty’s chosen campaign themes, or about Amnesty’s statements or positions on certain issues being deemed controversial to some sections of society. Complaints are also received with respect to fundraising procedures and include dissatisfaction with changes in procedures to collect donations, or in terms of the methods of recruitment of new members (such as door-to-door). For details on processes and management of fundraising related complaints, see section VI – Ethical fundraising.

Graph 8: 2011-2017 Complaints received/resolved by originator type



Source: 2017 Standard Action Reports consolidated data

NGO3: System for programme monitoring, evaluation and learning

Since the [adoption of the Strategic Goals in 2015](#), the Impact & Learning system has been established and has been assessing its progress on a yearly basis by tracking the impact at the project level, both by the International secretariat and national entities. Project level impact is processed and analysed to produce a global picture of Amnesty International’s impact and progress to date. This analysis is of a qualitative nature, since no measurable targets or KPIs are built into the global strategy (apart from our goal around movement growth).

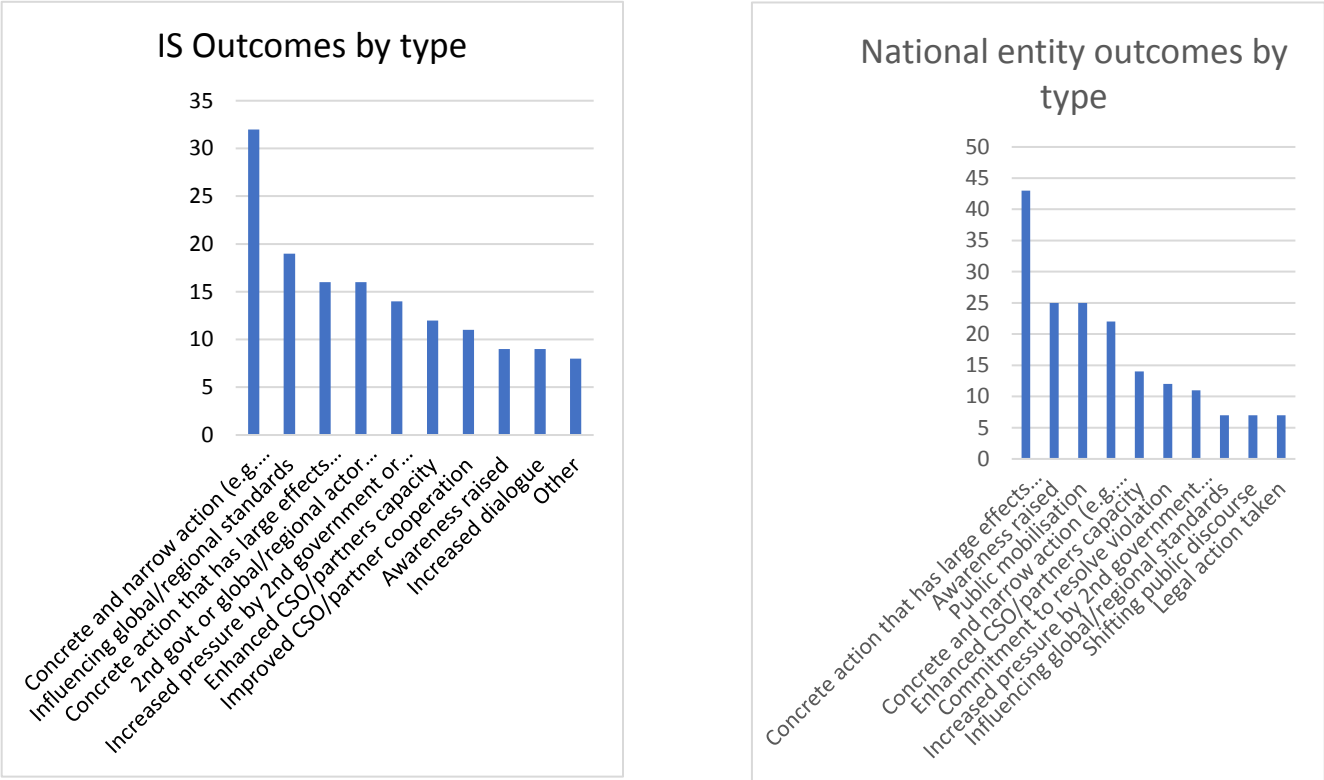
The Global Strategy & Impact Programme has provided support to the International Secretariat and national entities’ teams to submit their annual project reports. The information gathered annually during project reviews was used to:

- Assess the impact of the Strategic Goals through an outcome mapping process which aligns project-level outcomes to particular Goals and allows for a comparative analysis of progress across Goals by outcome area, region and targeted actor;
- Prioritize learning areas that were relevant to delivery of the wider portfolio, based on the aggregation of project level learnings and identified challenges; and
- Make recommendations to the Senior Leadership Team (SLT) on wider organizational strategy, including course correction and investment priorities.

Beyond the International Secretariat, project data for 2017 was received from 65 entities, an increase from 52 in 2016. This represents 95% of all national entities reporting project-level outcomes.

Our methodology clusters outcomes in 22 categories – to help us identify patterns and trends. Graphs 9 and 10 show how the International Secretariat performs best with regards to individual cases (or other narrow/specific outcomes) and at strengthening calls made by international and regional organizations while national entities have a better ability to influence broader change at national level (i.e. policy or legislative change) and increase public awareness and public mobilisation.

Graphs 9 and 10: International Secretariat (IS) and National entities outcomes by type



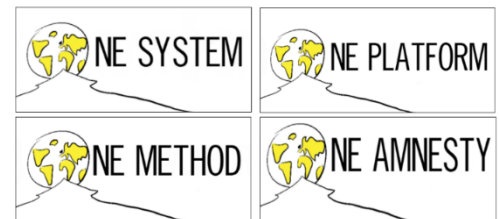
Source: International Secretariat Portfolio Management Office analysis

In the past 18 months, the Global Strategy and Impact Programme (GSIP) has complemented the Impact & Learning system by establishing a Portfolio Management Office (PMO) to manage the portfolio of 210 global projects using a Prince2 project methodology. Investment in the portfolio is aligned according to the Strategic Goals and can be quantified and monitored on a global basis. The GSIP, with leadership from the PMO has since developed and rolled out the **One Amnesty project management method** which provides detailed guidance, and an integrated platform to report on our project work bringing together International Secretariat and National Entities Projects.

Figure 2: One Amnesty project method key components



The key components of the Project Method (Figure 2) bring together Amnesty International's standards and practices for Project Management and Impact, Monitoring, Evaluation and Learning; Financial budgeting and monitoring, organizational standards, strategic priorities and portfolio management and reporting.



The One Amnesty project method enables us to plan and manage our work effectively, following the same project management standards across all Amnesty entities. Our vision is that through effective collaboration within the movement, we will create conditions to increase our human rights impact. We will do this through deploying one IT system throughout the organization (Office 365), using one collaboration platform (Sharepoint) and managing our projects through using that platform and approach (Figure 3).

Figure 3: One Amnesty approach

All these developments indicate that the organization is making solid progress towards improving its project reporting and monitoring mechanisms and is using this data to inform management decision making. Real-time project reporting and monitoring in one integrated system and platform also means teams will be able to better collaborate and access learnings and information from other adjacent areas of work. Training materials (both offline resources and e-modules) have also been developed to strengthen the implementation of the method at the International Secretariat and start building capacity of our national entities. A capacity-building plan is now being developed, linked to the 2019 planning process.

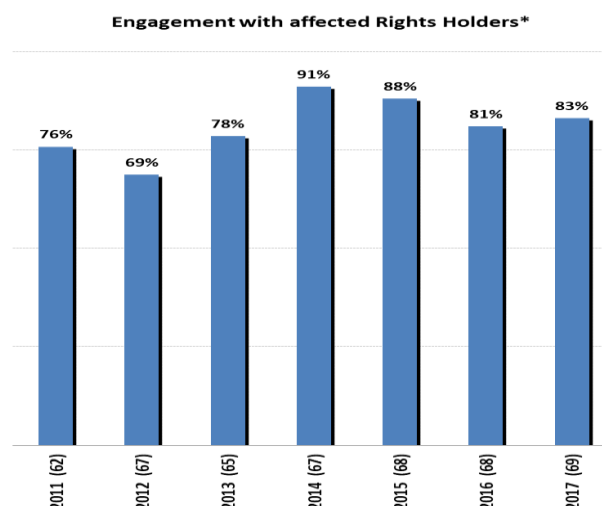
Stakeholder engagement in our Planning, Monitoring, Evaluation and Learning practices

Information from the 2017 Standard Action Reports indicates that overall, engagement with key stakeholders in projects and campaigns has consistently remained high since 2011, reflecting the growing take-up of participatory approaches within the movement. In 2017, 12% of our national entities reported that affected rights holders had meaningfully participated in the **entire** cycle of planning, implementation and evaluation of our campaigning and activism (10% in 2016).

When asked about Amnesty International activists' participation at all stages of the project cycle, in 2017 14% of entities reported this was the case (10% in 2016).¹⁵

Table 5 and graph 11: Engagement with affected Rights Holders

Engaging with affected rights holders ⁴	Total no. of Entities	%
1: We never engage with rights holders	1	1%
2: We only involve rights holders in the implementation of our campaigning and activism	8	12%
3: When planning our campaigning and activism, we consult with relevant rights holders	25	36%
4: In addition to participation in the implementation of campaigning and activism, activists also actively participate in either planning, or evaluation of our campaigning and activism	16	23%
5: Rights holders participate in the whole cycle of planning, implementation and evaluation of our campaigning and activism	8	12%
*Did not provide information on engagement with rights holders	11	16%



When looking at the overall trends (including various 'levels' of participation), we note that in 2017 engagement of affected stakeholders at the different points of the planning, monitoring and evaluation process of our work was reported by 83% of our entities (81% in 2016).

Strategic Learning and Adaptation

Since 2016 the system for impact monitoring and assessment has been complemented by SPARK!, developed and steered by GSIP as Amnesty International's bespoke learning programme. Spark! aims to solve specific impact challenges in core areas which are jointly identified by key stakeholders¹⁶. These core areas have been 1) building stronger narratives 2) power to others 3) strategic advocacy.

Since the middle of 2017, the programme has focused on sharpening these themes into specific strands of work and approaches:

¹⁵ It must be noted that till 2012, the question was open ended and a subjective qualitative analysis of Y/N responses was undertaken to determine whether there were processes to engage stakeholders. This has been now replaced with a drop down list of survey style responses, and can be aggregated without subjective analysis. Also, in 2016 and 2017 the wording for the question related to this area was changed – the term Stakeholders has replaced the term Rights Holders used in previous years.

¹⁶ **Stronger narratives:** Is having strong messaging and using diverse digital platforms enough to shape public narratives? What narratives do we need to craft in the face of regressive trends for human rights?

Power to others: How can we be effective convenors for civil society so that we can help diverse civil society actors come together and create collaborative strategies for change?

Strategic advocacy: There needs to be a better link between having the right laws and social policy. We can have all the right standards in place but if this doesn't reflect in budgets and the policies that governments make, then nothing really changes down the road. What enables or hinders us to sustain relationships with authorities at national and local level? How do we influence social policy to make sure that law are translated into budgets and plans?

- GSIP worked closely with teams that showed the initiative and interest in furthering their knowledge and improving their practices in one or more of the focus areas championed by the SPARK Programme. These focus areas are:
 - External Validation - Improving the way project teams work collaboratively with partners and/or rights-holders, including validating and strengthening impact assessment, learning and adaptation
 - National Entities Contribution - Improving the way project teams work collaboratively with national entities, including better understanding and evaluating their contribution to a project's impact.

Following this approach GSIP has so far established working relationships with at least 6 different teams, supporting them in piloting and testing various activities ranging from helping them design their monitoring & learning cycles; supporting them in refining their project strategies, to helping them identify engagement problems (e.g. why are some teams not more engaged) and developing together possible solutions (e.g. through focus interviews or surveys).

- Thematically, we have also been working closely with relevant Global teams and in other key organizational groupings to steer/support the development of thematic communities of practice to elevate learning and adaptation around two broad thematic areas of strategic importance: Gender and Diversity Mainstreaming and Economic, Social and Cultural Rights. From the methodological point of view, the GSIP, together with the Movement Support Programme (MSP) is coordinating an Impact and Learning Network to create spaces for dialogue and mutual support for the movement on planning, monitoring, evaluation and learning principles, methods and tools, with a specific focus on increasing capacity and skill sharing across our national entities.
- We also continued to mainstream “learning events” by hosting 7 learning sessions (of which 5 were offered with simultaneous interpretation into three core languages¹⁷), involving approximately 348 participants. Discussions focused on youth participation, human rights defenders, accountability, human rights education, technology, growth, and collaboration with other civil society and social justice movements.

Feedback on our different approaches within the Spark! programme continues to be very positive and emphasis moving forward will be on empowering and connecting teams further across locations to ensure learning becomes something that is embedded in every day work.

NGO4: Measures to integrate gender and diversity into programme design and implementation, and the monitoring, evaluation, and learning cycle

Over the last decade, we have vastly increased our presence in the global south by opening regional offices across the globe. The adoption of a more balanced voting system, as part of the recent governance reform, has also begun to address historical power imbalances in our movement. At the national entity level, measures are also being taken to strengthen diversity and inclusivity. Some entities have formalised ways of ensuring participation and inclusion of people from diverse backgrounds; for example, Amnesty International Australia has a Diversity Action Plan which they implement, and Amnesty International Burkina Faso implements a Monitoring & Evaluation programme that looks at intersecting forms of discrimination, and promotes the integration of diversity in their work. According to

¹⁷ As our core focus for this period was to both enhance and support collaboration and knowledge sharing with external practitioners, and to enable meaningful participation of our diverse constituencies, we trialled during 2018 learning events that were simultaneously interpreted into three languages:

Total Number of SPARK events with Interpretation	5
Total Number of Speakers / Participants using Spanish	17
Total Number of Speakers / Participants using French	29

the 2017 State of the youth report, almost all national entities reported increased gender diversity amongst young supporters, activists and members.¹⁸

While these measures have allowed Amnesty International to becoming a more inclusive and diverse organization, more work needs to be done to ensure our values and support for equality are mainstreamed through our ways of working, organizational norms and culture, resourcing, recruitment, systems of prioritization, and focus of our human rights work. Several reviews and evaluations, for instance, have indicated that our gender and diversity integration approaches are still weak.

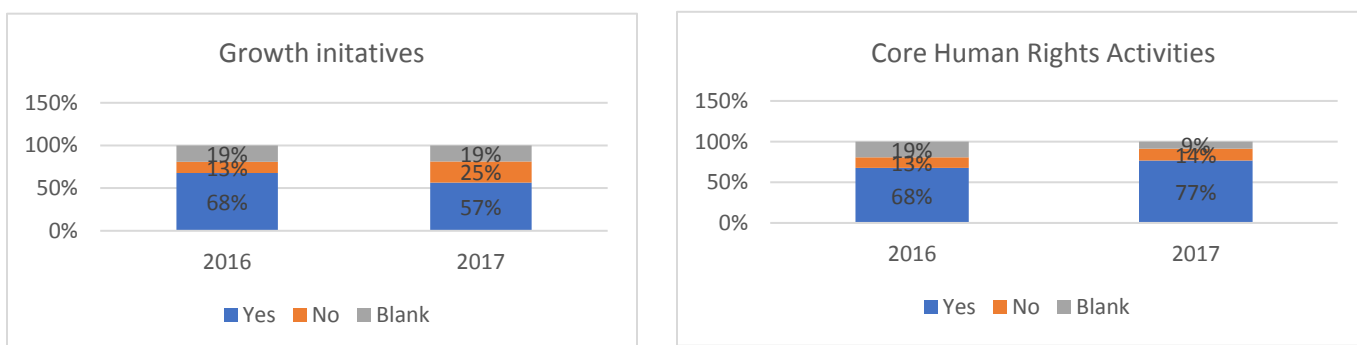
As we reported in last year update, in 2017 the International Council approved a resolution outlining a practical but challenging set of steps that will guide and enhance our gender and diversity strategy and planning until 2024. This decision calls for a range of measures: including the creation of a Gender and Diversity Progress Assessment Framework (GDPAF), the creation of the Gender and Diversity Taskforce, and global and national action plans from 2020-24. Following this decision, in 2018 all national entities were required to share with our International Board the following information:

- A summary of their recent and medium-term gender and diversity work
- Steps taken to implement the previous gender and diversity strategy (set in 2011)
- A description of gender and diversity-related concerns in the entity's governance

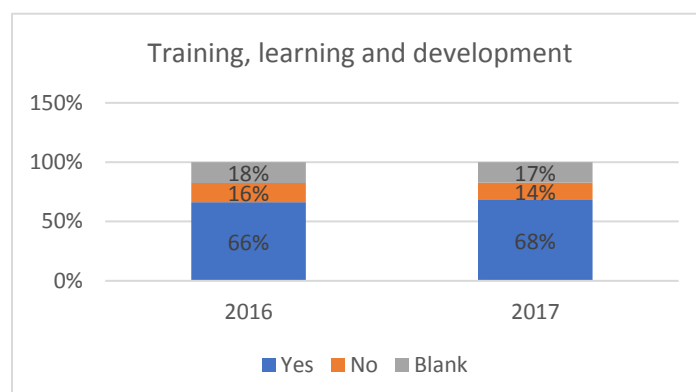
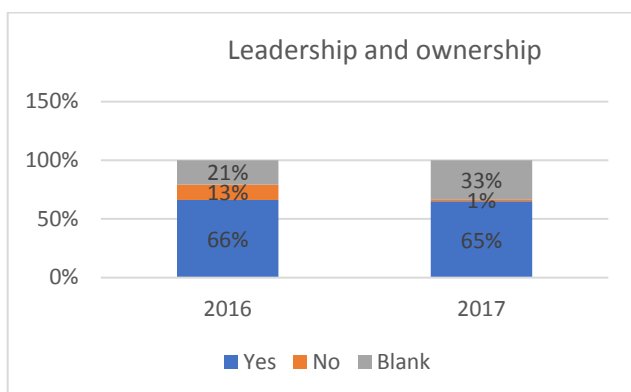
This information has been analysed alongside data from other organizational accountability sources. For example, as part of the SARs, entities are required to report range of standardised information on the extent to which they have mechanisms in place to ensure gender and diversity is appropriately considered in their work across the areas of Growth, Core Human Rights Activities, Leadership and Ownership and Training and Development. This information will be used to inform the work of the newly formed Taskforce, the Gender and Diversity Progress Assessment Framework (GDPAF) and the global and national action plans (2020-24).

The graph below (12) illustrate data coming from SARs covering gender and diversity in 2017.

Graph 12: Does your section have mechanisms in place to ensure gender and diversity is appropriately considered in your work?



¹⁸ The **State of Amnesty Youth** [ACT10/8498/201] (Internal document) reports on Amnesty International's progress against the 2017-20 International Youth Strategy goals, and related indicators. The report is based on data submitted by 37/70 national entities at the beginning of 2018, in a separate process from SARs.



Source: 2017 Standard Action Reports consolidated data

From the programmatic side, steps have been taken to uphold our commitment of improving performance on gender and diversity. In 2017, the Senior Leadership Team instructed managers and staff to prioritise gender and diversity in their operational project planning for 2018-19. Guidance materials on how to better integrate gender and diversity into the project development were developed in advance of the planning period to support staff in this regard. As a result of this steer, in the first quarter of 2018, we registered a 7% increase in the number of the projects identifying a gender or diversity outcome, with 62% of the projects in the portfolio now indicating alignment to gender and diversity work. This positive development is however only one small step forward, and more work needs to be done to enhance our performance in this area.

Finally, a Gender Mainstreaming advisor post has been created to assist the delivery of this work going forward and was recruited in early 2018. Discussions are currently ongoing about further resourcing for this role, given the scale of the task of mainstreaming of gender and diversity in an organization of the size and scope such as Amnesty International.

Youth participation and engagement

In 2017, Amnesty International launched its [International Youth Strategy](#) which will be running until 2020. This strategy sets key directions for the whole movement and provides a framework for implementation at the global, regional and national levels. Through this strategy, we affirm our commitment to take into account young people's perspectives in protecting and promoting human rights. The movement commits to champion non-discriminatory practices in working with young people and strengthen collaboration across generations, underpinned by mutual respect and trust. Through enabling and empowering the active participation of young people at all levels of our work, we aim to create an environment in which they actively contribute to human rights impact. Our aim, in line with our growth ambition, is to ensure young people make up one third of our total supporter base by 2020. Young people will be engaged as supporters and activists to stand up for human rights and this will contribute to a larger youth membership.

Some entities have also developed, or are developing, specific courses of action at the national level to ensure and increase the diversity amongst the young people they engage. For example, both Amnesty International Spain and Sweden have put in place specific funding to ensure that young people are able to participate with their work; Amnesty International Spain has special funding to support young people to attend their Annual General Meeting and other relevant meetings, and Amnesty International Sweden covers training costs for young people, including travel and accommodation.

Youth representation has been prioritized also in the governance space, with young people being able to participate into the highest decision-making processes of Amnesty International. As mentioned in para. 4.3, the new governance model prescribes that one young person from one third of the national entities (on a rotating basis) and one young person from the international members join regular meetings of the Global Assembly, as part of the delegation for their entity.

Gender and diversity in organizational culture and practices

At the International Secretariat we have launched a strategy based on the principles of 'Dignity, Diversity and Inclusion' to ensure that we are living our purpose internally and applying a rights based approach to our people practices and to ensure that we cultivate and maintain a safe, open, well, fair positive and supportive internal culture where people are valued and feel that they truly belong. This includes work around:

- Applying our five behaviours and treating each other well
- Feeling well at work
- Closing the gender pay gap
- Treating agency workers fairly
- LGBTIQ inclusive
- Celebrating otherness
- Supporting social mobility
- Creating a disability confident workplace
- Protecting workers' right

Our immediate priorities have focused on behaviours and treating each other well, closing our gender pay gap and feeling well at work which is outlined below.

As previously reported, in 2016 we attained the accreditation by the National Equality Standard (NES) and an action plan aligned with the principles of the NES assessment framework has been developed. This continues being implemented. We also continue to support the women's group Aziza and the Gender, Equality, Diversity and Inclusion (GEDI) group and meet with their representatives every two months for general updates and actions.

In 2017 we published our pay statistics by gender as required by the UK's Equality Act 2010 Regulations 2017. Equality is a critical component of the human rights issues we work on and we are committed to building an organization that reflects those values internally as well as externally. While our pay gap at the median compares favourably to the UK national average, we are not complacent about the need to further understand the reasons for the gap and to set clear targets to further close it. Our median pay gap is 5.7% compared to the UK median of 18.4% and our mean pay gap of 10.6% compared to the mean of 17.4%. We will work with staff, our union (Unite) and others to consider ways in which we can further decrease the pay gap, where it is relevant and appropriate to do so, and to report on actions taken. Our first target is to monitor the reasons for women leaving in the first three years of their employment and to take steps to address this where practicable. Statistically, if the tenure of women increased by one year, the median pay gap would fall by c.50% from 5.7% to 2.9%.

In October 2017, we introduced and implemented a new behaviours framework which comprises five behaviours – accountable, creative, considerate, respectful and decisive. The behaviours are embedded into selection, performance management processes and are expected behaviours in the workplace by each staff member, volunteer, intern and contractor. The Senior Leadership Team also continues to uphold the charter for Dignity and Respect, to which they signed up in December 2017.

In 2018 we explored what the rise of the #MeToo movement across the world and the challenges presented mean to us internally in Amnesty. A key output of this work has been the development of a 'Safeguarding, Dignity and Integrity' model which sets out common policies and procedures across the movement to reduce moral hazards and reputational risk.

Finally, in terms of our wellbeing agenda we are developing a good practice global 'model' or 'architecture' of psychological, social and physical support that is relevant for the context and locations in which Amnesty and our employees operate in. This will include ensuring positive mental health promotion and removing any stigma to ensure that our people thrive in their roles. We are also working on establishing a "Dignity Advisor" role that will support the delivery of the dignity agenda which aims to manage and address various employee needs around conflict at work, difficult working relationships, organisational change, the ways in which teams are supported and managed, vicarious trauma, and other interlinked drivers that can lead to stress, emotional distress and wider mental health concerns.

NGO5: Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.

When it comes to directly working on and with individuals and communities at risk, we strongly believe in a rights holder centred approach. This means we will always strive to include those directly involved and affected in the development of the relevant strategies, actions and advocacy activities. For instance, rights holders are often involved in speaker' tours, which will include meeting with authorities and undertaking advocacy work on their own behalf.

- **Project & Campaign planning**

Global projects are reviewed and evaluated regularly. This will include national, regional and global campaigns. Campaigns are often planned with specific exit points in mind, and exit strategies are developed in consultation with stakeholders to ensure relevant work is handed over or exited responsibly. Given that championing external validation with rights-holders is such a fundamental component of our approach to planning, monitoring, evaluation and learning, we are encouraging teams leading core pieces with a global remit (like our global campaigns) to carry out bigger outreach initiatives such as surveys or polls (e.g. with refugees or HRDs) for example during campaigns mid-term or end of year reviews.

- **Policy & Advocacy positions**

We adopt human rights policies based on external research and consultation, and defined processes involving consultation and collaboration with our national entities (at both staff and membership levels). The membership itself has the ability to put forward proposals for discussions on human rights policies through their national entity's Annual General Meeting which can forward these proposals to the global level through the "motions" process. As stated in the Amnesty International Statute, contentious human rights policy issues must be approved by the Global Assembly, which often decides on the principles of the policy framework and defer final decision-making on the details to the International Board. Themes of some of the 14 human rights policies approved by the Global Assembly (and formerly the International Council) in the past three years have included drug control, abortion, the rights of sex workers, state obligations on elections, military occupations and climate change.

Amnesty is currently running two global campaigns: I Welcome, focusing on refugees, and Brave, focusing on human rights defenders. In 2017-2018, we embarked in the process to reinvigorate our monitoring, evaluation, and learning (MEL) framework for our Global Campaigns. Our ambition was to be able to get a clearer overview of the impact that is being achieved globally as part of our global campaigns, as well as understanding how we are collectively contributing to impact when we are required to come together as a movement. We also aim to ensure that the way we evaluate the success of the campaign is not only based on self-assessment, but we do it in partnership and consultation with key stakeholders and rights-holders.

To that end, we have devised plans and clear deliverables on three strands of MEL work in each campaign:

- Annual global reporting on agreed indicators
- Deep-dive areas for in depth impact and learning analysis
- Championing external validation with key stakeholders

A set of global indicators for each Global Campaign has been finalized, and have been framed as tangible targets whilst also providing guidance to all entities on what impact looks like under each campaign objective and strand of work. Following these indicators we are setting up the framework and processes to enable all our internal and external stakeholders to have clarity on what exactly we are having an impact on at the national level, helping us also to better understand the interface between global, regional and local impact. Between 2017-18 we prioritised the Brave campaign for a MEL focus, while between 2018 and 2019 we are embarking in a similar exercise for I Welcome.

NGO6: Processes to take into account and coordinate with other actors.

The analysis from our annual global impact review consistently shows that long-standing work with local civil society organizations brings results – particularly when Amnesty can add value to the partnership through coordinated and

targeted international mobilisation of its members and supporters. During 2017, the work of our national entities in Finland, Slovenia, Sweden, Belgium (francophone), Burkina Faso, Australia and several more from the Americas region all show examples of work specifically on gender-related projects that have used this approach, translating into positive outcomes. Change is only sustained and relevant if it is deeply rooted in work within national contexts, so the more our influencing strategies focus on empowering local activists and supporting local voices the more fruitful results we will see in the long run at the systemic level. This calls for Amnesty to prioritise interventions that support and amplify the voices of rights holders, and is particularly relevant when ensuring sustainability of our Gender and Economic, Social, and Cultural Rights work.

Below we dive deeper to highlight a couple of salient examples illustrating this:

BUILDING SOLIDARITY AT THE LOCAL LEVEL TO MOBILISE FOR CHANGE: I WELCOME CAMPAIGN

In 2017 national entities working on the *I Welcome* campaign have excelled at engaging, motivating and mobilising huge numbers of activists and members, while also placing collaboration with rights holders at the heart of their work. They have actively committed to showing their support for refugees in their local communities by individual and community initiatives that bring refugees and local communities together, made people feel closer to the realities of the refugee crisis, encouraged empathy and translated to action. At the same time, persistent negative and hostile narratives around refugees grow stronger and represent a significant obstacle to positive change for refugees.

Overall forty national entities from across all regions reported outcomes related to their work on the campaign. Strengthened public solidarity with refugees was the most commonly reported outcome (80% of all reporting entities). Many entities emphasised that collaboration with rights holders had been at the heart of their work. Examples of strengthened solidarity included significant public mobilisation through petitions, Urgent Actions and solidarity actions. Many entities said that awareness raising through Human Rights Education, Global Moments, such as the “Give a Home” project, and other local initiatives had been key to starting to shift public opinion and challenge negative narratives. Amnesty videos disseminated on social media had significant reach, and national entities reported that their work contributed to refugee issues gaining greater traction in the media. Several entities also cited that their campaigning had led to public commitments to welcome refugees by politicians, local and national governments.

On a lower scale we see entities reporting progress on the quantity, and/or quality of admission pathways, including through the establishment of coalitions of civil society organizations (CSOs) committed to expanding admission pathways through lobbying political support and direct collaboration with governments. Some mitigated success was also reported in increasing government resettlement numbers, for example, by keeping up the pressure the issue has remained on the political agenda, while a handful of national entities did report modest increases in the number resettlement places pledged by their governments.

ADDING VALUE TO THE SOCIAL MOVEMENTS ON WOMEN’S RIGHTS AND REPRODUCTIVE JUSTICE IN LATIN AMERICA

In the context of the #NiñasNoMadres campaign in the Americas, CSOs working on children / youth issues, gender and human rights signed a joint statement urging the Inter American Commission of Human Rights (IACHR) to take a leadership role in addressing the issues highlighted by the campaign. Amnesty International put effort in inviting as many organizations as possible, broadening the scope to organizations that were not very vocal on the issue before, such as Plan International or Save the Children.

This broad coalition, the regional campaign Girls Not Mothers, and private lobbying efforts to key IACHR members proved to be important factors in pushing the IACHR to issue that statement. The IACHR also granted Amnesty International a hearing one day before they issued the statement. After the hearing, we received positive feedback about the possibility of the IACHR issuing a report about the issue, with key guidelines to states about their HR obligations. Furthermore, Amnesty International’s national entities in the Americas have been very important in helping us to promote the Niñas No Madres campaign: to date, national entities in Argentina, Chile, Peru, Paraguay and Uruguay have participated in the campaign with both online and offline activities.

Successes were also obtained in the Americas through international mobilization via the work of the **Urgent Action Network**. This was an essential mechanism for Amnesty International to show its added value. As a result of this work, we exerted pressure on the government of the Dominican Republic to approve a new criminal code with exceptions to the country's total ban on abortion. The Network was mobilized on several different occasions during the year and focused on different targets as the legislation advanced through Congress.

These examples have shown us that Amnesty International can add a lot of value to wide movement-building. When working on common issues, Amnesty International can act as a convenor and facilitator of long term partnerships with different actors of civil society. These types of collaboration are key to addressing the root causes behind human rights violations, to achieving systemic change and to enhance collaboration across the movement.

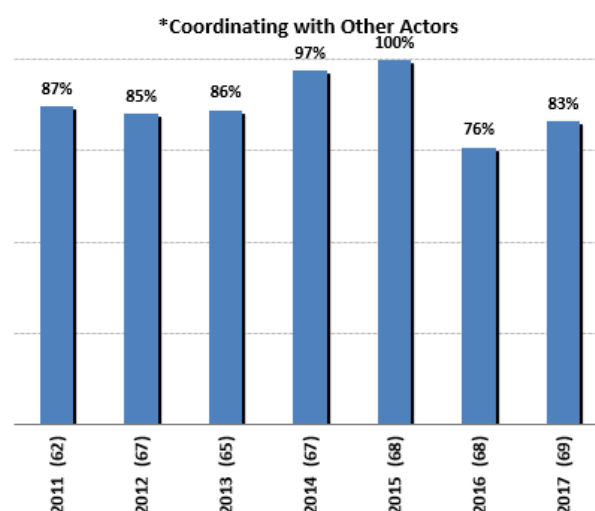
Processes and systems in place to coordinate with other actors

At the beginning of every planning cycle, teams usually carry out exercises such as stakeholder analysis and power mapping to fully understand which actors are better placed to support their campaign calls and who would be good to involve at the various stages of the project development.

Almost all of our national entities (83% to be exact, compared to 73% in our previous report) claim to have processes in place to coordinate with other actors, including local partners. This would involve identifying potential areas of alignment, overlaps, gaps and risks. 13% of our national entities involve partners in all phases of the project cycle (compared to 7% from the previous report). Most of our national entities explicitly reported that they ensure buy-in and active participation of their key constituencies by reaching out to relevant partners on issues in which they have expertise for their input/suggestions. Further analysis and data on our approach to working with other can be seen in the graphs below.

Table 6 and graph 13: Coordinating with Other Actors

Coordinating with Other Actors	Total no. of Entities	%
We never engage with partners from outside Amnesty	0	0%
We only engage partners in the implementation of our campaigning and activism	5	7%
When planning our campaigning and activism, we consult with relevant partners	26	38%
In addition to participation in the implementation of campaigning and activism, partners also actively participate in either planning, or evaluation of our campaigning and activism	17	25%
Partners actively participate in the whole cycle of planning, implementation and evaluation of our campaigning and activism	9	13%
*Did not provide information on engagement with partners	12	17%



At the local level, we usually have a broad network of allies with whom we collaborate, but only develop strategic formal partnerships with a handful of organizations. This was reported to be linked to our own ways of working, including the need to remain independent and our existing policies which can sometimes restrict certain partnerships. The time that is needed to invest in appropriate relationship building was also mentioned as one of the challenges to overcome when working in formal coalition, as this kind of work necessitates building synergies and a shared vision that is built over time.

When not linked into a formal partnership relationship, Amnesty International plays different roles within networks and civil society spaces – from observer, to facilitator, or contributing member. In contexts where the political environment is particularly hostile against NGOs, our national entities often collaborated with other NGOs on the ground in order to answer common challenges and attacks on civil society (e.g. [Poland](#), [Turkey](#)). We also engage with partners on specific pieces of work to provide an external perspective - for example Amnesty International New Zealand worked with external partners to evaluate a campaign they run on refugees.

As the findings of the final assessment to Amnesty International’s Global Transition Programme (GTP) indicate, overall the new distributed model resulted in an increase of new partnerships, alliances and coalitions - mainly in Africa and the Americas.

Table 7: Specific examples of increasing engagement with rights holders & partners.

	Number of current partners	New since Regional Office established
East Africa Regional Office	16	16
Southern Africa Regional Office	15	9
Americas Regional Office	15	9
West and Central Africa Regional Office	6	3

Source: [FINAL ASSESSMENT AMNESTY’S GLOBAL TRANSITION PROGRAMME](#). April 2016 – May 2017. Maxwell School of Citizenship and Public Affairs, Syracuse University

Working with others since the “Global Transition Programme” (GTP)

The GTP final assessment found that Amnesty International now engages more systematically with individual rights holders and defenders as a result of the transition - especially in its work related to Urgent Actions and Individuals At Risk. These findings are also consistent with the findings of the recent external evaluation of the last two Global Campaigns (My Body My Rights and Stop Torture) that were delivered *during* the transition process.

On the other hand, the GTP assessment also flagged that some International Secretariat and national entity staff express concerns that the benefits of these enhanced relationships and engagements by Regional Offices may be confusing to partners if better relationship management is not coordinated with or followed by national entity staff. External partners/allies/coalitions also point to a number of areas where improvements could be made. These include the need for Amnesty to clarify its position within the regional civil society ecosystem, being more self-reflective of its impact (both positive and negative) within regional and local civil society, improving transparency of exchanging views with peers in the regions and providing more systematic feedback to partners after consultation.

II. Financial Management

NGO7: Resource allocation, tracking and control.

The majority of Amnesty International’s funding comes from members and individual donors. How the income generated (largely by Amnesty International national entities) is allocated across the movement is something that is done through a formula and system agreed through our governance process and by the Global Assembly.

All entities allocate resources according to budgets developed through planning processes framed by our globally agreed strategies. These are approved by the respective national entity boards, which have oversight of spending. Internal financial controls within each national entity are in place to ensure that expenditure is made in accordance with relevant legal requirements, as well as with internal operating policies.

The international allocation of movement resources is approved by the Finance and Audit Committee and International Board. This includes the budget for the International Secretariat and support to a range of national entities, most of them based in the Global South.

All legal entities of Amnesty International are expected to adhere to local generally accepted accounting principles in preparing their own statutory financial statements. These statements are independently audited and published in the relevant jurisdiction. Copies of financial statements and auditors' management letters are collected by the International Secretariat to ensure compliance.

To ensure effectiveness of our resource allocation, our common reporting mechanism includes quarterly collection of financial figures and financial key performance indicators from national entities. This data is then presented in our quarterly movement management accounts.

In addition, we publish an annual global financial report on our website <https://www.amnesty.org/en/2017-global-financial-report/>

NGO8: Sources of funding by category

In 2017, Amnesty International's global income was €295m (2016: €279m) and the global expenditure was €290m (2016: 283m). Our main income categories are as follows:

Table 7: 2017 and 2016 Income streams (total and ratio)

	2017		2016	
	€m	%	€m	%
Membership fees and donations from the public	218.7	74.1%	210.0	75.1%
Legacies and bequests	28.3	9.6%	26.2	9.4%
Trusts and foundations	17.6	6.0%	14.4	5.2%
Major donors	10.8	3.7%	8.0	2.9%
Government non-grant income	2.0	0.7%	2.0	0.7%
Corporations	0.9	0.3%	0.7	0.3%
Events and merchandise	4.7	1.6%	5.5	2.0%
Investment income	1.3	0.5%	1.3	0.5%
Other	11.0	3.7%	11.4	4.1%
Total	295.4	100%	279.5	100%

As Amnesty International's independency from political institutions is key, we do not seek income from governments or political organizations that may cause a conflict of interest in our human rights work. As such, a large majority of our income comes from small, individual amounts given by members of the public. As such, 96% of our income in 2017 was unrestricted (2016: 96%). We only accept Government funding for our Human Rights Education work.

Because so much of our income comes from small, individual amounts, our largest donors make up a correspondingly small percentage of our total revenue, which guarantees independency from significant influence over our policies or programmes of work.

In 2017, our five largest individual sources of revenue were:

Table 8: 2017 Top 5 large donors:

	€m
Individual legacy (Sweden)	3.2
People's Postcode Lottery (U.K.)	2.9
Individual legacy (U.K.)	1.7
Individual Donation (Netherlands)	1.1
Open Society Foundation	0.9

III. Environmental Management

EN16: Report on the total direct and indirect greenhouse gas emissions by weight at the organizational level

Unfortunately, reliable Scope 2 emissions data is only available for the London Secretariat due to the fact that only few Regional Offices can record their energy consumption data accurately. We are working with the Regional Offices to improve the monitoring and recording of energy data but we anticipate that some offices will not be able to capture any data due to lack of access to meters. The below figures of direct and indirect greenhouse gas emissions by weight come from direct meter readings and verified bills care of our utilities consultant.

Table 9: GAS Emissions (London IS)

Year	kWh	Approx. Tonnes CO ₂
2015	1,262,338 (this may be an erroneous figure looking at other years' totals)	232.27
2016	95,272	17.53
2017	142,350	26.19

Table 10: Electricity (London IS)

Year	kWh	Approx. Tonnes CO ₂
2015	656,161	346
2016	490,964	267
2017	350,716	191

EN18: Initiatives to reduce greenhouse gas emissions at the organizational level and reductions achieved

We have been developing new environmental policies and guidance for Energy & Water Management; Waste Management; Travel Management; Staff Engagement, to be launched in October 2018. Our Environmental Management System (EMS) will be guided by senior management with policies being reviewed and approved by the Senior Leadership Team.

In terms of initiatives in place to reduce greenhouse gas emissions, in London we have been conducting further lighting replacement with LEDs, A/C controls and Building Management Systems (BMS) improvements. In the Regional Offices the vision is to make environmental management a key part of the set up and fit outs and align with same principles adopted for the office in London. We have also taken up some staff engagement and awareness activities on this matter (through specific staff groups) in as many offices as it has been possible.

The main environmental impacts of Amnesty International are Scope 2 CO₂e emissions from buildings and air travel. At present, we do not conduct systematic environmental assessments prior to carrying out activities which is also linked to the fact that, as an organization, we do not have concrete emission reduction targets yet. The aspiration would be to reach 10% reduction targets but a feasibility study will need to be carried out before we can set any target. At the moment we are seeking environmental consultancy advice to help with this.

EN26: Initiatives to mitigate environmental impacts of activities and services

Our approach to minimising environmental impacts of our activities is mainly through raising awareness and staff engagement. We are developing at the moment our position and strategy on climate change and how it impacts human rights. In practice, we are aiming to change our behaviour as far as possible through policies and raising

awareness internally. With regards to our work on the ground, we are considering the possibility of adding environmental assessment as a standard criteria in project planning as well. As a workplace we also cite minimising the environmental impact of major CapEx projects¹⁹, such as office refurbishments as a key part of the scope of works.

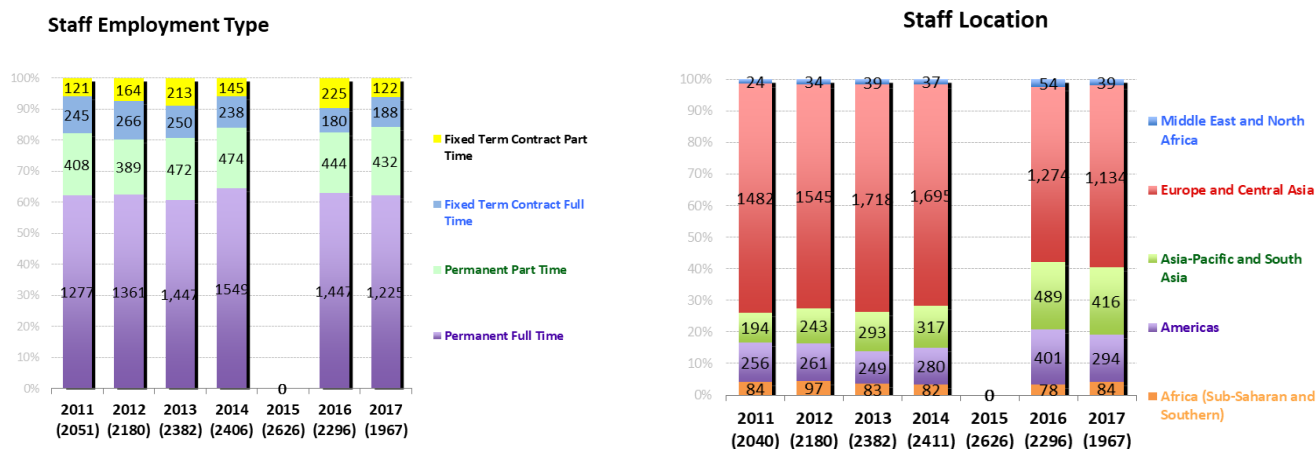
IV. Human Resource Management

LA1: Size and composition of total workforce²⁰

The total staff number for Amnesty International in 2017 is 1,967 which is a 25% decrease from 2015 and a 14.3% decrease from 2016. 62.2 % are full-time employees. The largest concentration of Amnesty International staff (57.6%) are located in the Europe and Central Asia region (which includes the London Secretariat). This is a decrease from 2016 (8.9%) which continues to be reflective of the Global Transition Programme implementation. The smallest concentration of staff are located in the MENA region (1.98% which is slightly down from 2.35% in 2016). There are 2,649 volunteers donating their time for Amnesty International globally – the vast majority on a part-time basis (89.5%).

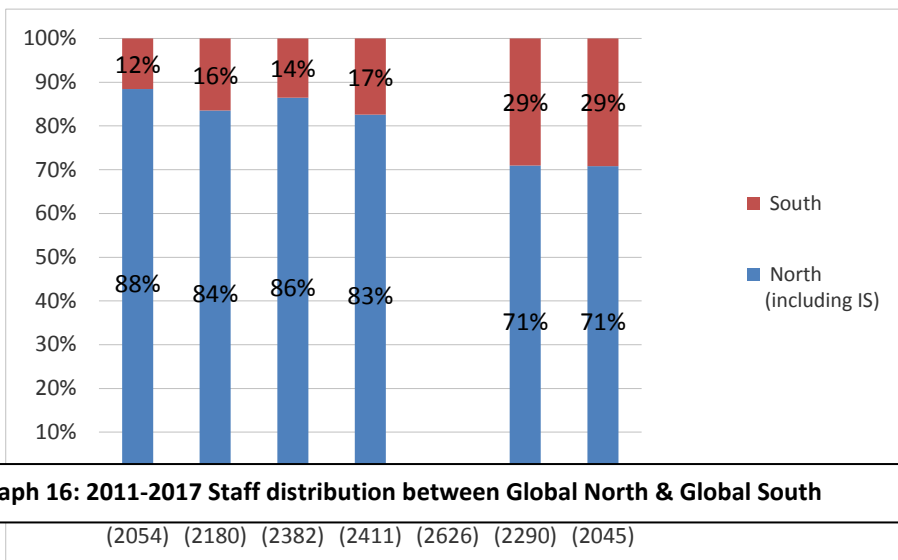
A graphical breakdown of year - year comparison over the last six years is represented below:

Graphs 14 and 15: 2011-2017 Staff Employment Time & 2011-2017 Staff Location



¹⁹ Capital Expenditure (CapEx) are funds used by a company to acquire, upgrade, and maintain physical assets such as property, industrial buildings, or equipment.

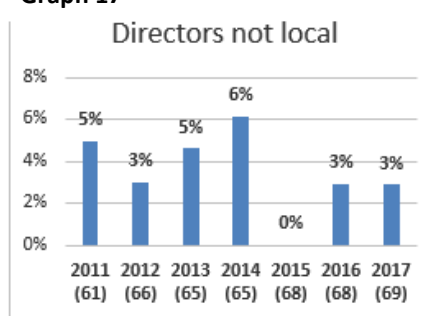
²⁰ In the Staff employment and Staff location graphs, from 2011 to 2014 the London International Secretariat has been included in Europe and Central Asia



Graph 16 here shows staff distribution across Global North and Global South. In 2017, year of GTP conclusion, 71% of staff was based in the Global North and 29% in the South. This is an increase by 17% compared to 2011, (one year into the GTP), when only 12% of staff was located in the Global South. This shows that the number of staff in the Global South has more than doubled between the start and end of GTP.

EC7: Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.

Graph 17

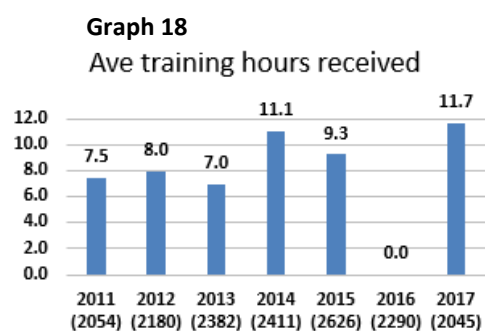


The recruitment strategy for Amnesty International remains to try to recruit locally wherever possible, including for senior staff. In fact, for activities to be sustainable staff needs to become a true part of the local civil society fabric. Therefore local hiring and capacity building is critical to success.

Evidence from global staff statistics suggests that our local hiring works well in practice, with 93% of directors having been recruited locally. As the graph reveals, the percentage of non-local directors has reduced in the last two years to 3%.

In line with the recruitment practice reported in 2016, we ensure that local NGOs or the local public sector are not undermined by our hiring practices by conducting local salary benchmarking exercises which means we are not out of step with the local market. As part of our commitment to creating "One Amnesty", we are moving to have all employees on the same salary scale (and benefits) in each country, irrespective of whether they are a local hire or have relocated from another Amnesty office or country.

LA10: Workforce training to support organizational development



National entities reported that for 2017 they provided job related training to staff at an average hours of training received per staff member of 11.7, a slight increase from 9.3 in 2015 (see graph 18).²¹

At the International Secretariat, training continues to be offered at three levels: organizational, directorate-specific and personal development. In line with the IS strategy of globalisation and decentralisation, online training has increased, through the employment of an e-learning platform called *Totara*.

²¹ In 2016 the SARs template did not include a question on average training hours received per staff member, hence the data is 0

Some e-learning programmes, such as security management, bullying and harassment and global induction, have been implemented and made compulsory for all IS staff to complete.

The global People and Organizational Development (P&OD) learning and development budget is used to fund organization wide training initiatives, such as leadership and management development and personal effectiveness training for all staff. In 2017, at the IS, a centralised budget of £145,950 was spent for such training opportunities. This amount is in addition to training funds allocated by each programme within their own activity budget. On average, the forecasted % spend on training by programmes for 2017 was 2% of activity budget.

Directorate-led trainings continue to take place around core areas of work – such as research, campaign, media and so on. Personal development needs are identified throughout the year through performance management processes and are recorded in the annual appraisal.

Furthermore, the International Secretariat has introduced a new HR information system in March 2018 which has been implemented across all Regional Offices. This will in time support improved talent management system, providing much greater insight into individual and global training and development needs.

We also continue to deliver in partnership with other INGOs such as Oxfam, Grenpeace and Action Aid, a Leadership Development Programme for middle-management and a Senior Leadership Development Programme for the International Secretariat Programme Directors, Regional Office Directors and Directors of Amnesty International national entities.

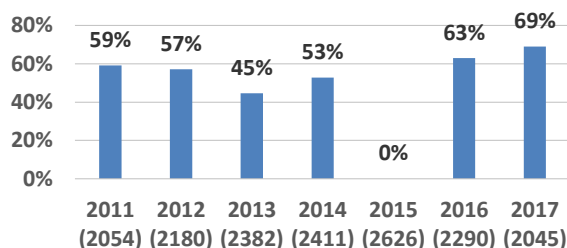
LA12: Performance reviews and career development plans

All staff are encouraged to systematically complete an annual appraisal of the previous year's performance, set objectives for the next year and discuss career development. When setting individual objectives, the guidance for staff is that these should be linked with the organization's and their department's objectives.

The percentage of staff receiving performance reviews across national entities is 69%. This is an increase from 2016. Due to the transition to a new HR information system between 2017-18, we are unable to provide data for the International Secretariat. However, we will improve the collation statistics as we move into electronic performance year end reviews at the end of 2018.

Graph 19

Received performance review
(excludes IS)



LA13: Diversity in your organization displayed in the composition of governance bodies and employees

Employees

As we reported in our 2017 interim update and in para. NGO4 of this report, a series of initiatives have been undertaken to uphold our commitment to diversity in the workplace to ensure that our people and their practices reflect the communities we work with.

At the International Secretariat, we continue to monitor the demographic make-up of our internal community through HR data collection processes and an employee engagement survey which is completed every two years. The next survey will be taking place in March 2019 and moving forward there will be a greater emphasis on understanding the employee experiences through different dimensions of their identity.

Both at the International Secretariat and national entities levels, staff body's composition in terms of gender and age has followed same trend year on year. In 2017 the International Secretariat counted a total of 615 people, an increase of 8% from 2016 (570 staff) , 66% of which identified themselves as female (64% in 2016) vs 34% male (35% in 2016). At the national level, of the 1967 total staff members reported for 2017, 36% identified themselves as male (37.5% in 2016), 61% as female (60.5% in 2016) and 2% as neither female or male (an increased from 2016, which recorded less than 1% under others) – remaining 1% was not disclosed.

Table 11 shows composition of our staff body (International Secretariat and movement level) by age –no shift in trend reported.

Table 11: 2016-2017 IS %staff by age & 2016-2017 National Entities %staff by age

IS	<24	25-44	45-64	>65	n/a
2016	1%	75%	20%	1%	3%
2017	2%	75%	19%	1%	3%

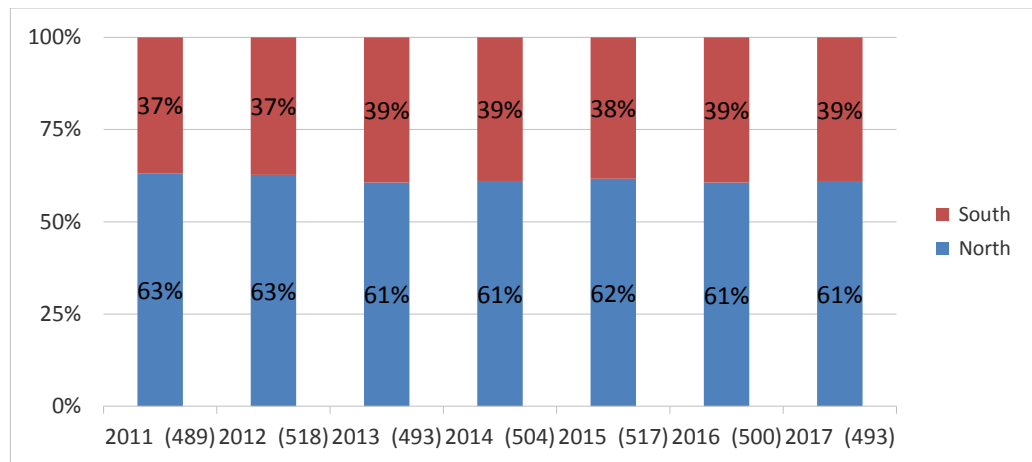
National	<24	25-44	45-64	>65
2016	11%	65%	88%	1%
2017	11%	65%	88%	1%

Governance

Diversity within our global governance will be a reflection of each national entities' measures and commitment to representation and diversity. When it comes to the Global Assembly, for instance, it is up to national entities who should represent them in the highest decision-making body. In 2018, the Global Assembly meeting saw all Amnesty International national entities represented and a good balance in terms of gender of participants. At the global level, the elected International Board is currently diverse in terms of geography, and is well balanced in terms of disclosed gender (although the appointment of both co-opted members creates an imbalance in favour of one disclosed gender). There is however no young people on the Board, nor on any of the elected committees. The specific issue of youth participation is a central debate in the current governance reform process.

The proportion of female board chairs at national level in 2017 is 43%, similar to previous accountability reports (42% in 2015). We have seen an important increase in female directors, 50% in 2017, versus 38% in 2015. Ethnic minorities are also represented in our governance bodies, and the representation of ethnic minorities in our boards has increased slightly from previous years (20% in 2017 versus 14% in 2015). The geographic distribution of entities' board members has remained quite stable in the % split between Global North and Global South over the years (slightly more than 60% in the North, slightly less than 40% in the South).

Graph 21: North-South distribution of entities board members | 2011-2017



Amnesty International is about the people we work for and with and the people who constitute the movement. It is critical – for legitimacy and credibility, and for effective decision-making – that diverse constituencies are represented and able to effectively participate in the movement's governance. Our recent governance reform aims to go beyond composition of Boards and meetings and address the issue of equal opportunities for participation for various groups and individuals. A monitoring and evaluation framework is being created so that we can keep better track on whether the reform is yielding the desired results when it comes to diversity, inclusivity and participation. Furthermore, the Preparatory Committee of the Global Assembly ensures appropriate facilitation and meeting agendas for meetings, and inviting guests to meetings as needed. Diversity in the decision-making process is closely monitored and a report on performance on diversity is presented to the Global Assembly to enhance accountability and identify actions. This focus draws from the 2017 International Council decision on gender and diversity which originated a range of programmatic and reporting the initiatives that we mentioned in para. NGO4, such as establishment of a taskforce, a gender and diversity progress assessment framework and a reporting ask to entities.

As part of the implementation of the 2017 gender and diversity decision, a survey of the 2018 Global Assembly Meeting participants was conducted in advance of the meeting and the results presented at the meeting in July 2018. Highlights of the survey results included:

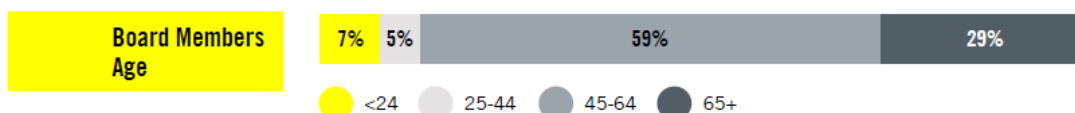
- 58% respondents identified as a woman, 40% as a man, and 2% preferred not to say;
- 5% of respondents say they have a physical, mental cognitive disability or condition in relation to which they experience stigma, structural disadvantage, or discrimination;
- 5% of the meeting's participants came from the MENA region, with almost half the delegates coming from Europe;
- There was an even split of participants across four age bands, with few participants over 60;
- 5% of respondents identified as gay and 2% as queer. The majority identified as heterosexual;
- 7% of participants identified as belonging to an Indigenous People;
- 60% of participants have a Masters or Doctorate level of education.

This has given us an indication of some of the issues we have to address in our global governance, such as equal representation from different regions of the world, making the environment more accessible for people who have disabilities and encouraging greater diversity in terms of socio-economic and educational background. The Global Assembly made a commitment to carry out such survey annually.

As mentioned in paras 4.3 and NG04, youth representation is a priority in the governance space, and the new governance model prescribes for a young person from one third of sections and structures (on a rotating basis) and one young person from the international members to join regular governance meetings as part of the delegation of their entity. Improvements of youth representation can already been seen year-to-year. The 2015 International Council Meeting (ICM) saw only 9% of the participants being below the age of 25. This increased to close to 11% at the 2017 (ICM). At the 2018 Global Assembly Meeting, 10% of the delegates were under 25, which is 34% of the 64 entities present at the meeting.

In terms of national level governance, according to the 2017 State of the Youth report, 19 of the 37 entities that reported on their youth engagement have at least one young person as a member on their National Board. 24 entities employ one or more young people as staff members (these staff members do not necessarily have a youth brief within their role). The 2017 SARs data provides further insight on this. 7 entities who did not submit reporting on their youth engagement are recorded as having at least one person aged 24 or under as a member on their National Board (Benin, Hong Kong, Hungary, Israel, Japan, Mali, Morocco, Slovakia and Venezuela). Alongside this, 9 entities who did not submit reporting on their youth engagement are recorded in the 2017 Standard Action Report data as employing one or more young people as staff members (Czech Republic, Hong Kong, Israel, Indonesia, Ireland, Netherlands, Paraguay, Turkey and Venezuela).

Chart 2: Board members Age distribution, 2016



Source: 2017 State of the Movement report. (Internal document)

Several Gender and Diversity requirements are also outlined and mandated throughout the Core Standards - including that that entities have 'gender and other appropriate diversities among Board members in the composition of the Board' and that Boards 'lead the entity in meeting the gender and diversity goals of the movement'.

NGO9: Mechanism for your workforce to raise grievances and get response

At the IS we have the full complement of people-related policies which conform to relevant legal and good practice people management standards. All staff have access to the formal and informal grievance policy which can be found on the internal intranet.

We formally recognise Unite as our Trade Union and they have collective bargaining powers and provide a route for staff to raise complaints/grievances and receive appropriate support. Feedback can also be given through directorate meetings, staff council and all staff meetings. Grievances can be raised with HR and direct managers. Our 'Whistle-blowing' policy allows reporting outside of the line of management in a range of situations where disclosure is protected by law. In 2018 the IS agreed a new Safeguarding Policy which links to the grievance and discipline policies in terms of ensuring that all of our staff are able to work in a healthy and protected environment.

In 2017, 9 grievances were raised under the grievance policy at the IS. 6 were in relation to bullying and harassment claims, of which 2 were upheld. Among the 4 cases for which allegations were not upheld, 2 were progressed to appeal, but none were upheld.

Of the 3 remaining grievances raised in 2017, 2 were in relation to inappropriate behaviour (1 upheld and 1 not upheld but recommendations were provided in response to the claim) and 1 was in relation to racial discrimination and was upheld.

In 2017 we introduced a Peer to Peer support network to encourage people to raise any concerns with trained people who are able to support them in overcoming their difficulties and also signpost them to receive the appropriate support whether this be from line management or their HR Business Partner. In 2018 we have seen an increase of the number of informal and formal grievances raised through these channels, and further investigation would be needed to understand why this has been the case and whether a connection can be established between this increment and, for example, the #MeToo interventions described above (p.32).

Reporting from our national entities also reveals that they have multiple channels through which employees can raise grievances. Apart from various policies, there are examples of staff associations working with management, direct channels to feedback to the board, escalating in progressive levels from line manager to senior management and the board, annual appraisals, satisfaction surveys. As an example, Amnesty International USA reports the use of 'Ethicspoint' to lodge complaints, and Amnesty International Turkey reports that complaints can be made to the entity's Ombudsperson.

V. Responsible Management of Impact on Society

SO1: Impacts of activities on the wider community

We have always held the highest standards of transparency, accountability and responsibility with the communities we work with and for. In this sense, we understand impact as being about the consequences of our work on the constituencies we seek to engage, support and empower so they can enjoy and claim their rights. Impact can be cumulative and aggregated, planned and unplanned, positive or negative, intended or not. Through the introduction of Amnesty's Project Method (see para. NGO3), we have strengthened considerably our systems and processes to assess – at the programmatic level - the scope, nature and effectiveness of our interventions, including clear criteria and standards on how we should initiate, develop, implement and bring our work to a close where needed. A key element of our project method is mapping out risks and assumptions in a more rigorous and consistent way than ever before. This will include monitoring the potential adverse impacts that a project could have on communities or rights-holders. The outcome mapping approach integrated in the Impact and Learning system of the method helps plan and monitor engagement with stakeholders at all stages of the project life cycle. Training materials and modules have been developed to support teams to understand all elements of the project method – especially mapping out risks and assumptions.

In compliance with the Core Standards, we also manage global risks at an organizational level by using risk registers for both the International Secretariat and the national entities. These identify top risks, explore their potential impact and develop actions to mitigate/manage them. The risk register is collated and reviewed annually to ensure that our key top global risks are being well managed and surfaced to the Finance and Audit Committee and the International Board. In 2017, our top five global risks were identified as follows: 1) Lack of cohesiveness between IS London, IS Regional Offices and national entities; 2) Failure to achieve fundraising income and supporter growth targets; 3) Obstruction or interference from governments or other actors; 4) Response to fundamental political shifts and related emerging crises; 5) Inadequate quality of research or campaigns.

Amnesty's relationship with and accountability towards local communities and civil society organizations, has been hugely influenced by the recent Global Transition Process (GTP). As a distributed model, Amnesty is now much closer to the realities of those we work on behalf of and for, which in turn means taking greater care of the impacts our work can have on those communities and spaces we have moved into. The final assessment of the GTP reflects on how this process has enhanced our work and our relationship with partners.

The GTP final assessment found that what contributed to higher human rights impact was the increased relevance and responsiveness of regional work and enhanced legitimacy with regional and local partners. Our increased legitimacy with partners was linked to enhanced consultations with local human rights communities and stronger partnership with frontline human rights holders/defenders, among the new working practices emerging from GTP. This confirms our efforts and focus on engaging with stakeholders in the planning, implementation and review of our work.

As expected, the assessment also included some recommendations for our future planning and operations. One key area that will help push our work forward and minimize the risks of adverse impacts of our work on others – is improving the systematization of how we learn from our successes and failures. This will be particularly relevant when reflecting on the rapidity and significance of the changes Amnesty is experiencing as a result of GTP, and how this is influencing the content of our work, our approaches and our relationships with stakeholders. The steps described in para. NGO3 aim at improving, enhancing and systematizing our capacity to gather and analyze learnings to better understand the impact of our work.

SO3: Process for ensuring effective anti-corruption policies and procedures

The International Secretariat's fraud, bribery and corruption strategy is subject to continuing review and regular reporting to the Senior Leadership Team (SLT). The underlying policies and guidance documents are reviewed and updated every two years.

The latest update to SLT was in March 2017 which followed a thorough review in 2016 of policies and processes in this area and the development of a comprehensive framework and mitigation plan based on previous work and best practice. As a result of the review, a decision was taken to include fraud within the existing policy and approach. This was in response to comparing our approach to other organizations and a study which estimated that organizations of a similar size to Amnesty International could expect to lose up to £3.4m a year due to fraud (mainly in relation to procurement, staff costs and grants). Key actions since the last report are as follows:

2016:

- Conducting a fraud risk assessment and reviewing internal controls and prevention measures relating to fraud (now an annual review)
- Updating the existing anti-bribery and corruption policy as a joint anti-fraud, bribery and corruption policy
- Developing a combined anti-fraud, bribery and corruption communication and training/education programme with a specific focus on the International Secretariat's inaugural International Fraud Awareness week (held 14-18 November)
- Launching the updated policy and training/education programme

2017:

- Launch of the new fraud, bribery and corruption e-learning module, now included as part of mandatory management training and new staff induction programme
- Delivery of workshop to the International Secretariat's global management team.
- Review of the effectiveness of the fraud compliance function
- Continued development of the education and communication programme and delivery of second fraud awareness week in October 2017
- Annual review of fraud risks, ensuring that mitigating controls are both designed and operating effectively.

A series of similar initiatives have been planned and are in implementation phase for 2018 to continue the work done in this area.

SO4: Actions taken in response to incidents of corruption

Allegations of corruption in whatever form are always taken very seriously. Depending on the entity involved, the issue may be dealt with through different channels, including national entities boards, the International Secretariat Senior Leadership Team or the International Board.

In July 2017 we discovered a sophisticated internal fraud perpetrated by a former staff member in the London Secretariat's finance team. This related to the use of Amnesty staff credit cards for personal expenditure totaling, over GBP 40,000. As soon as we discovered the fraud we appointed external experts in fraud and forensic accounting to conduct a full investigation; we also notified the UK police and the Charity Commission. As a result of detailed cooperation with the UK prosecuting authorities, the suspect was arrested in December 2017 and he received a 21 months custodial sentence in July 2018. Compensation proceedings are ongoing and we hope to recuperate some of the losses in due course. As soon as the incident was discovered, we worked intensively with external experts to review our financial controls, with a particular focus on credit cards, and have taken all steps recommended by the experts to ensure that we avoid a repeat of the situation and emerge from the incident as a more robust organization. Some specific actions implemented include enhanced controls relating to the issue of corporate credit cards and oversight of the related accounting, together with enhanced background checks for new staff members. As a result of the incident we have increased our efforts to raise awareness of related risks and will use the incident as a case study for the purpose of our annual fraud awareness week from 22 October 2018.

VI. Ethical Fundraising

PR6: Programmes for adherence to laws, standards, and voluntary codes related to ethical fundraising, including advertising, promotion, and sponsorship.

The vast majority (approx. 90%) of Amnesty International's income comes from individual donors. As an organization that relies mostly on the incredible generosity of individuals, we are committed to being transparent, ethical and open in our activities to raise funds. Amnesty International's fundraising is governed by our Global Fundraising Policy and Guidelines, which sets out the minimum standards for our fundraising, to which all Amnesty International entities must adhere. These comply with relevant national laws and regulations, including those related to privacy. Any solicited or unsolicited gift above €10,000 from an individual, and any solicited or unsolicited gift regardless of size from a corporation, union, non-profit entity or government source must be ethically screened using Amnesty International's Gift Screening process before acceptance is permitted. This process involves a rigorous assessment of the funding source to ensure that Amnesty International does not accept funding from sources that are linked to the violation of human rights. We also adhere to these practices with donations received from third parties.

We are committed to ensuring we live up to our reputation as a respectful, honest and open organization, and we aim to continue to achieve the highest standards in fundraising practice.

We welcome both positive and negative feedback with regards to our fundraising work. Therefore, we aim to ensure that:

- It is as easy as possible to make a complaint and give feedback
- We treat as a complaint any clear expression of dissatisfaction with our operation which calls for a response

- We treat feedback and complaints seriously whether made by telephone, letter, fax, email or in person
- We deal with feedback quickly and politely
- We respond appropriately to the situation, and with respect to everyone's opinions
- We learn from complaints, use them to improve, and monitor them at a management level

In 2017 Amnesty International registered 1,032 complaints from the General Public globally. This represents complaints from 0.015% of Amnesty International's global supporter base. Of these complaints 40% were resolved.

Table 6: 2017 Fundraising related complaints by generator

CATEGORY	2017
Supporters	6,794,680
Complaints members/supporters/volunteers	3,210
Complaints general public	1,032
Complaints from members/supporters/volunteers as a % of supporter number	0.047%
Complaints from general public as a % of supporter number	0.015%

Table 7: 2017 Fundraising related complaints resolved/unresolved

	Complaints	Resolved	% Resolved
Members/Supporters/Volunteers	3,210	1,197	37%
General Public	1,032	408	40%

GRI Self-Assessment Application Level

I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3 Application Level C.

Name: Catherine Power

Position: Director, Global Strategy and Impact Programme

Date: 5 December 2018

Amnesty International is a global movement of more than 3 million supporters, members and activists in more than 150 countries and territories who campaign to end grave abuses of human rights.

Our vision is for every person to enjoy all the rights enshrined in the Universal Declaration of Human Rights and other international human rights standards.

We are independent of any government, political ideology, economic interest or religion and are funded mainly by our membership and public donations.

AMNESTY



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