

Improvement Analysis Amnesty International November 2016

Mechanisms for feedback and complaints (NGO2)

Amnesty is commended for providing this overview about filed and resolved complaints and the summary of nature of complaints received. However, the Panel would welcome information on the geographic distribution and nature of unresolved complaints in addition to the quality assurance and timeliness of resolved complaints. Also, the Panel would like a more detailed breakdown of the complaints received by Members/supporters/volunteers as the percentage of resolved complaints seems the lowest since 2011 (63%). Is the apparent low level of complaint resolution in 2015 (compared with previous years) due to some 2015 complaints are still under consideration?

The Panel considers this as a weakness area; urges Amnesty to dedicate a complaints page on the redesigned website that links to the Complaints Policy and would like to understand the reason why the complaints page was removed from the website. Having a well-known and functioning complaints mechanism is paramount to ensure accountability - and the only minimum standard for Accountable Now membership.

Actions taken

Gender and diversity (NGO4)

The Panel recognises Amnesty's self-awareness about the need for more progress in this area and commends their reflection and identification of steps to improve gender and diversity approaches throughout their programs. Amnesty also notes a need to better integrate gender and diversity practices in their organisational culture, and reports a slight reduction from 26% in 2013 to 24% in 2015 of national entities without measures or plans in place.

However, beyond establishing a Working Group and submitting to standards awards, Amnesty has not identified the internal steps to address the issue. The Panel considers this as a weakness area and urges Amnesty to review and identify steps to strengthen



their approaches and to hopefully identify steps or targets to be able to report against in future reports. The Panel looks forward to more updates on the Equality, Diversity and Inclusion (EDI) Working Group and to the results of the assessment by the National Equality Standards Award.

Actions taken

Global talent management (LA12)

In 2015, 54% of staff across national entities and 93% at the International Secretariat received performance reviews (compared to 53% and 89% in 2013 respectively). The Panel would like to understand the reasons behind the disparity between the International Secretariat and the national offices and continues to consider this as a weakness area. Nevertheless, the Panel welcomes the appointment of a Learning and Development Manager in 2016 and looks forward to progress in this regard.

Actions taken

Mechanisms to raise grievances (NGO9)

Amnesty has substantial mechanisms for formal and informal grievance including via the whistle-blowing policies and ample opportunities during directorate meetings, staff council and all staff meetings. From across the movement, there are examples of staff associations working with management, direct channels of feedback to the board, escalation in progressive levels from line manager to senior management and the board, annual appraisals, and satisfaction surveys. Grievance cases are monitored and are discussed annually by the Senior Leadership Team.

Unfortunately though, there is no evidence provided that concerns raised were resolved satisfactorily and the Panel considers this a weakness area.

Actions taken