

Amnesty International 2012 Report to INGO Accountability Charter using GRI NGO Level C reporting template

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1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization. [GRI NGOSS: p. 25]

AMNESTY INTERNATIONAL continues to take its commitment to accountability seriously. Accountability is at the heart of the core work we do – human rights – and we know that it's essential for our credibility as well as to make our work as effective as possible that we embed policies and processes that make accountability real. As all INGOs know, this is easier said than done; and is an on-going challenge to do in a meaningful way. We continue to make progress, but as always, there is more to do.

During 2011, we continued our work with and for individuals and communities around the globe whose rights are violated or at risk of violation. We work within the directions set by our members through the Integrated Strategic Plan 2010 – 2015 and other working documents such as the Global Priority Statement and operational plans. We aim to balance this planned work with maintaining flexibility to be responsive to emerging situations such as the Arab Spring. In addition to responding to violations in the short-term associated with this transition in the Arab world we also aim to leverage these opportunities to engender longer-term human rights improvements.

Some key achievements for the year include:

- Powerful reports on Tunisia, Egypt, Libya and across the Middle East and North Africa region helped shape the debate and influence the transitions in the region
- Advocacy to a powerful UN expert panel on conflict created momentum for accountability with regard to the conflict in Sri Lanka that ended in 2009.
- Advocacy on the Arms Trade Treaty paved the way for a 2012 meeting in New York for final treaty negotiations
- Increased presence in India and Brazil paved the way for stepped-up activism and campaigning in these two key countries

As an organisation, AMNESTY INTERNATIONAL is going through a period of considerable change that aims to increase our human rights impact and growth, particularly in the Global South. The structural changes include moving our centralised work from a single secretariat to distributed hubs in different regions of the world. This will increase our presence in the Global South and enable us to work more closely with rights-holders and local partners, as well as in a more integrated way with our national entities in the movement.

By adopting this new global model, we aim to improve our effectiveness as a global movement (responding to human rights violations with greater speed, relevance and credibility) and make better use of resources through a more integrated way of working. These are all essential elements of being an accountable organisation.

This is the largest organisational change in AMNESTY INTERNATIONAL's history and as such, considerable effort was invested during 2011 on the early establishment stages. This has been slower than we expected as a considerable amount of preparation was needed to ensure that our systems are able to respond to the changed ways of working. We are currently piloting these changes in various locations and expect the full roll out to begin in 2013.

In terms of specific changes related to accountability, a few particular points to highlight from 2011 include:

Organisational Structure and Processes

- Progress: Preparation and planning conducted
- Next: Pilot regional hubs and document lessons learned to inform future roll out of new International Secretariat structure

Impact Assessment Toolkit

- Progress: Toolkit rolled out, training for staff started, impact assessment studies published on our website
- Next: Continue training staff on the participatory impact assessment methods, continue conducting and publishing impact assessment studies

Key Performance Indicators

- Progress: Draft indicators developed
- Next: Finalise indicators and measurement methods, roll out use and reporting of results

Gender Action Plan and Roadmap for Diversity

- Progress: Scoping exercises completed, implementation guidelines drafted
- Next: Develop and implement operational plans

Carbon Emissions

- Progress: Sustained decline in the last 2 years (8% annually on average), largely due to cutting down on business travel
- Next: Curtail emissions of offices, finalize public statement by the Secretary General, collect movement's feedback on draft sustainability policies and guidelines

Anti-Bribery Policy

- Progress: Interim policy developed and implemented at the International Secretariat
- Next: Support sections and structures to design their own policies

Salil Shetty, Secretary General

2. Organizational Profile

2.1 Name of the organization. [GRI NGOSS: p. 26]

AMNESTY INTERNATIONAL

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.). [GRI NGOSS: p. 26]

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, AMNESTY INTERNATIONAL's mission is to undertake research and action focused on preventing and ending grave abuses of these rights. AMNESTY INTERNATIONAL addresses governments, intergovernmental organizations, armed political groups, companies and other non-state actors. AMNESTY INTERNATIONAL seeks to disclose human rights abuses accurately, quickly and persistently. It systematically and impartially researches the facts of individual cases and patterns of human rights abuses. These findings are publicized; and members, supporters and staff mobilize public pressure on governments and others to stop the abuses. In addition to its work on specific abuses of human rights, AMNESTY INTERNATIONAL urges all governments to observe the rule of law, and to ratify and implement human rights standards; it carries out a wide range of human rights educational activities; and it encourages intergovernmental organizations, individuals, and all organs of society to support and respect human rights.

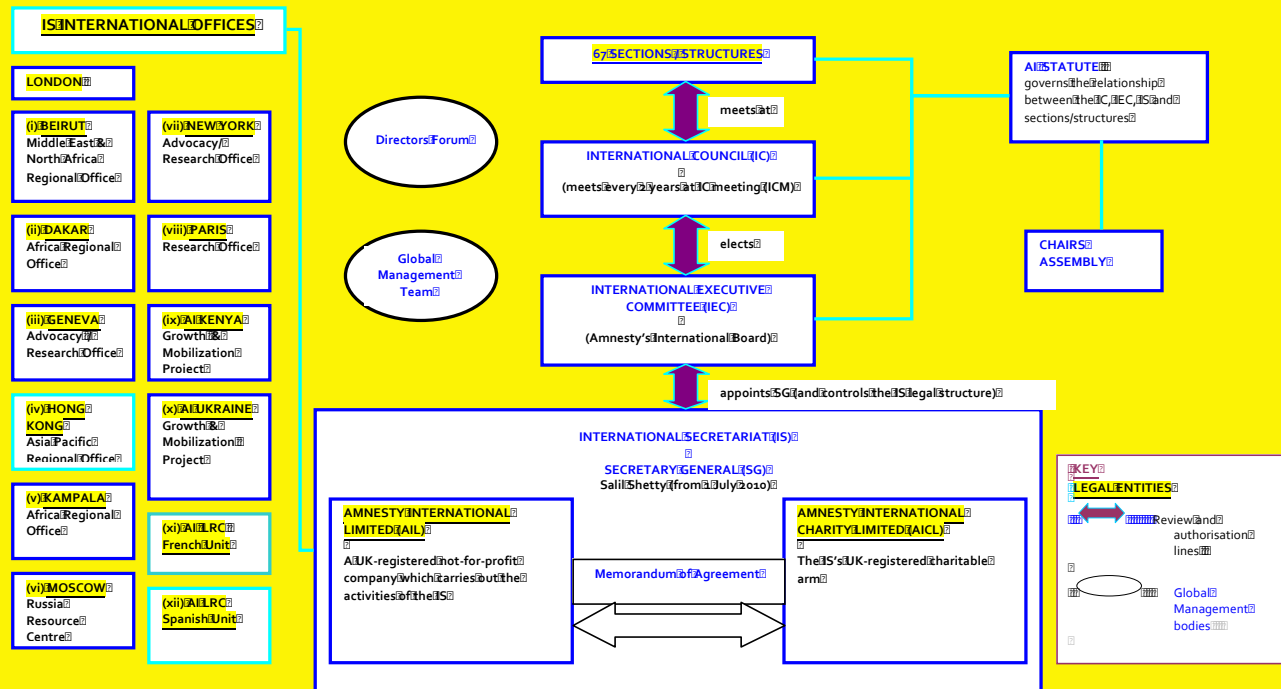
AMNESTY INTERNATIONAL's strategic human rights priorities in 2010-2015 are:

- (i) Empowering people living in poverty;
- (ii) Defending unprotected people on the move;
- (iii) Defending people from violence committed by state and non-state actors; and
- (iv) Protecting people's freedom of expression and freedom from discrimination.

Details on these and other organizational priorities are described in the Integrated Strategic Plan (<http://www.amnesty.org/en/integrated-strategic-plan>). Through our work we aim to empower people whose rights are challenged and strengthen the human rights movement.

2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures. [GRI NGOSS: p. 26]

The AMNESTY INTERNATIONAL movement comprises national sections and structures and the International Secretariat. Sections and structures carry out work to promote human rights in their own countries/territories in accordance with AMNESTY INTERNATIONAL's Statute (<http://www.amnesty.org/en/who-we-are/accountability/statute-of-amnesty-international>). The UK-based International Secretariat provides key research and action functions and coordinates AMNESTY INTERNATIONAL's day-to-day work at the global level. Below is the global structure as of Dec 2011.



The largest entity of the movement, the International Secretariat, is structured according to the following clusters of work, each headed by a member of the senior management team:

- Global Operations (to become operational when regional hubs are functioning)
- Movement Building (membership, activism)
- Campaigns and Communications (global campaigns, media, publishing)
- International Law and Policy (thematic coverage)
- Research (country coverage)
- Organizational Services (finance, IT, facilities, legal)
- Organizational Development and Human Resources

2.4 Location of organization's headquarters. [GRI NGOSS: p. 26]

The International Secretariat (IS) is located at 1 Easton Street, London WC1X 0DW, UK.

2.5 Number of countries where the organization operates. [GRI NGOSS: p. 26]

As of Dec 2011 AMNESTY INTERNATIONAL had offices in the following countries/territories:

Global South (48 countries/territories): Algeria, Argentina, Benin, Bermuda, Brazil, Burkina Faso, Chile, Cote D'Ivoire, Croatia, Czech Republic, Faroe Islands, Ghana, Hong Kong, Hungary, India, Israel, Kenya, Lebanon, Malaysia, Mali, Mauritius, Mexico, Moldova, Mongolia, Morocco, Nepal, Paraguay, Peru, Philippines, Poland, Portugal, Puerto Rico, Russia, Senegal, Sierra Leone, Slovakia, South Africa, South Korea, Taiwan, Thailand, Togo, Tunisia, Turkey, Uganda, Ukraine, Uruguay, Venezuela, Zimbabwe

Global North (23 countries): Australia, Austria, Belgium, Canada, Denmark, Finland, France, Germany, Greece, Iceland, Ireland, Italy, Japan, Luxembourg, Netherlands, New Zealand, Norway, Slovenia, Spain, Sweden, Switzerland, UK, USA

2.6 Nature of ownership and legal form. [GRI NGOSS: p. 26]

AMNESTY INTERNATIONAL is a worldwide movement based on voluntary membership and composed of independent legal entities (national sections and structures) and the International Secretariat. The work carried out through the International Secretariat is organized into two legal entities, in compliance with United Kingdom law. These are Amnesty International Limited ("AIL") and Amnesty International Charity Limited ("AICL"). 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 sections and structures, contact information can be found at <http://www.amnesty.org/en/who-we-are/amnesty-international-in-your-country>.

2.7 Target audience and affected stakeholders. [GRI NGOSS: p. 26]

AMNESTY INTERNATIONAL is a worldwide movement of people who campaign for internationally recognized human rights to be respected and protected for everyone. We believe human rights abuses anywhere are the concern of people everywhere. AMNESTY INTERNATIONAL works to improve people's lives through campaigning and international solidarity. AMNESTY INTERNATIONAL conducts research and generates action to prevent and end grave abuses of human rights and to demand justice for those whose rights have been violated. AMNESTY INTERNATIONAL's members and supporters exert influence on governments, political bodies, companies and intergovernmental groups. AMNESTY INTERNATIONAL's activists take up human rights issues by mobilizing public pressure through mass demonstrations, vigils and direct lobbying as well as online and offline campaigning.

2.8 Scale of the reporting organization. [GRI NGOSS: p. 26]

As of Dec 2011, AMNESTY INTERNATIONAL had over 3 million members and supporters (about 87% from the Global North; 56% were women). And we estimate at least 2.5 million individual activists around the world took part in actions (traditional methods such as letter writing, signing petitions, demonstrations, lobbying, and other innovative methods such as blogging, social networking, street theatre and road shows) sponsored by AMNESTY INTERNATIONAL in 2011.

We had a total of 2099 staff and 7722 interns/volunteers in 2011 (see Indicator 12, LA1 for further details). AMNESTY INTERNATIONAL's 2011 global income was €235 million and expenditure was €235 million. AMNESTY INTERNATIONAL's net assets at the end of 2011 were worth €125 million (€172 million of assets, €47 million liabilities) with €62 million in cash.

In 2011 AMNESTY INTERNATIONAL organized 202 research missions into the field covering 89 countries/territories and logging 5974 person-days.

2011	Missions	Person-Days	Countries/Territories
Africa (Sub-Saharan and Southern)	70	2104	28
Americas	23	686	12
Asia-Pacific and South Asia	29	1089	13
Europe and Central Asia	49	878	27
Middle East and North Africa	31	1217	9
Total	202	5974	89

Please note some countries (e.g., China, Cuba, Iran, Laos, Saudi Arabia, Turkmenistan, Vietnam) prohibit our entry to investigate human rights violations; others make entry for research purpose either rare or extremely difficult (e.g., India, Syria); and, for some countries, our research methodologies mean it is simply too unsafe to enter, both for our contacts in those countries and for our staff.

To publicize human rights abuses around the world, AMNESTY INTERNATIONAL published 150 reports (10 pages or longer) and 336 shorter documents (country updates, campaign digests, case sheets and leaflets) documenting human rights violations in 114 countries/territories in 2011. Our annual report on the state of human rights around the world in 2011 was published in May 2012 covering 155 countries/territories with over 98% of the world's population represented (<http://www.amnesty.org/en/annual-report/2012/introduction>).

2011	Reports	Other Shorter Documents	Countries/Territories
Africa (Sub-Saharan and Southern)	34	58	27
Americas	29	59	19
Asia-Pacific and South Asia	24	66	23
Europe and Central Asia	36	57	29
Middle East and North Africa	27	96	16
Total	150	336	114

Urgent actions are a longstanding means by which AMNESTY INTERNATIONAL calls for activist action. They are issued when a person is in imminent danger of human rights abuse and bring public attention through letter writing. In 2011 AMNESTY INTERNATIONAL issued 729 urgent actions and related updates covering 79 countries/territories.

2011	New Urgent Actions	Urgent Action Updates	Countries/Territories
Africa (Sub-Saharan and Southern)	30	30	16
Americas	116	73	18
Asia-Pacific and South Asia	54	56	16
Europe and Central Asia	40	49	14
Middle East and North Africa	128	153	15
Total	368	361	79

2.9 Significant changes during the reporting period regarding size, structure, or ownership. [GRI NGOSS: p. 26]

During 2011, there were no significant changes implemented. However, plans were made for changes to the structure of the International Secretariat (our biggest entity) which are being piloted in 2012 and will be rolled out in 2013.

2.10 Awards received in the reporting period. [GRI NGOSS: p. 26]

None

3. Report Parameters

Report Profile

3.1 Reporting period (e.g., fiscal/calendar year) for information provided. [GRI NGOSS: p. 26]

Calendar year of 2011.

3.2 Date of most recent previous report (if any). [GRI NGOSS: p. 26]

Jan 2012 (2011 Report covering compliance with the INGO Accountability Charter in 2010 using the Global Reporting Initiative NGO Level C framework).

3.3 Reporting cycle (annual, biennial, etc.). [GRI NGOSS: p. 26]

Annual

3.4 Contact point for questions regarding the report or its contents. [GRI NGOSS: p. 26]

Clare Doube, Director of Strategy and Evaluation

Report Scope and Boundary

3.5 Process for defining report content. [GRI NGOSS: p. 26]

The content we report on is based on the following considerations: (1) INGO Accountability Charter Board's instructions (Oct 2010 workshop and "Board Meeting Paper ACC 10/21a") requiring all Charter signatories to report compliance with the Charter using GRI Level C template for NGOs with 18 indicators (9 are NGO-specific); (2) Charter's review panel's feedback to our last year's report; and (3) key elements of our 2010-2015 Integrated Strategic Plan (see 2.2 above).

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance. [GRI NGOSS: p. 26]

Unless stated otherwise, this report covers the entire movement of AMNESTY INTERNATIONAL, including all legal entities globally (sections, structures, the International Secretariat).

3.7 State any specific limitations on the scope or boundary of the report. [GRI NGOSS: p. 26]

None

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations. [GRI NGOSS: p. 27]

All legal entities of AMNESTY INTERNATIONAL are expected to adhere to local generally accepted accounting principles in preparing their financial reports to the movement and their own

governments. Due to resource and time constraints, it has not been possible to gather sufficient information to determine the adjustments required to ensure that the global financial statements are compliant with International Financial Reporting Standards (“IFRS”). However, we assess this to have an immaterial impact on the overall global accounts. The content and format of the primary statements (balance sheet and cash flow statement) and supporting notes have been designed to ensure compliance with IFRS disclosure requirements where possible.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). [GRI NGOSS: p. 27]

2010 income and expenditure were re-stated to reflect three entities changed their year-ends to 31 December in 2010. AI Japan, AI Canada English-speaking and AI UK reported 11 months, 15 months and 9 months respectively, for their 2010 income and expenditure. To facilitate year-on-year analysis, 2010 figures for these entities had been adjusted to reflect 12 months of activity. The re-stated 2010 global income and expenditure were €212 million and €200 million, respectively. All entities have been using 31 December as year-ends since 2011.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report. [GRI NGOSS: p. 27]

None

3.12 Table identifying the location of the Standard Disclosures in the report. [GRI NGOSS: p. 27]

This document is the GRI content index for Level C reporting.

4. Governance, Commitments, and Engagement Governance

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight. [GRI NGOSS: p. 27]

AMNESTY INTERNATIONAL's highest decision-making body is the International Council, which convenes every other year and is made up of representatives of sections and structures and members of the International Executive Committee. The primary functions of the International Council are:

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

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

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

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

The primary functions of the Chairs Assembly (formerly Chairs Forum) are:

- (i) to give advice and recommendations to the AMNESTY INTERNATIONAL movement and the International Executive Committee on matters related to the governance of AMNESTY INTERNATIONAL and controversial issues;
- (ii) to contribute to building the capacity of Chairs of sections, structures and other bodies of AMNESTY INTERNATIONAL;
- (iii) to build relations among sections and structures and provide an open space for debate on common issues;
- (iv) to undertake other tasks and make decisions delegated to it by the International Council.

The following committees report to the International Council:

- (i) Membership Appeals Committee
- (ii) International Nominations Committee (identifying candidates for all international positions)

The following committees report to the International Executive Committee:

- (i) Governance Committee (governance reform)
- (ii) Board Development Committee (governance capacities)
- (iii) Remuneration Committee (executive pay oversight)
- (iv) Finance and Audit Committee (financial oversight - includes two directly elected members who can report directly to the council)

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organization's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives.

[GRI NGOSS: p. 27]

The Chair of the International Council is non-executive and appointed by the previous International Council Meeting. Members of the International Executive Committee are non-executive and elected at International Council Meetings. The day-to-day affairs of AMNESTY INTERNATIONAL are conducted by the International Secretariat headed by a Secretary General under the direction of the International Executive Committee.

4.3 For organizations that have a unitary board structure, state the number of members of the and/or non-executive members highest governance body that are independent and/or non-executive members.

[GRI NGOSS: p. 27]

The current International Executive Committee has 10 unpaid non-executive members (9 elected and 1 co-opted). Details of these 10 International Executive Committee members can be found at: <http://www.amnesty.org/en/who-we-are/our-people/international-executive-committee>.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body. [GRI NGOSS: p. 27]

Members and staff can provide recommendations and feedback directly to the International Executive Committee at IEC@amnesty.org. The majority of members' recommendations are channelled through their section/structure's representatives to the bi-annual International Council Meetings.

Key topics discussed at the last International Council Meeting in Aug 2011 were:

- Detention or imprisonment of conscientious objectors
- Children's rights
- Climate change and human rights
- Rights to access to life-saving drugs (AIDS) and medical procedures (abortion)
- Strategy of country and thematic coverage
- Policy for accepting government funds
- Strengthening partnerships between local groups of different national entities
- Implementation of Gender Action Plan and Roadmap for Diversity
- Payments to former Secretary General and former Executive Deputy Secretary General
- Development of global operational and governance standards
- Establishing new entities in countries with no physical presence
- Defining the authority of the International Executive Committee in case of crisis of a national entity
- Inclusion of external governance experts
- Clarification of International Executive Committee nomination and election processes
- Implementation of a 2-year "cold" period between being board member and senior salaried staff

The movement also routinely consults members and staff on key policies and strategies between bi-annual International Council Meetings using a wide range of channels from formal submissions to face-to-face forums.

Stakeholder Engagement

4.14 List of stakeholder groups engaged by the organization. [GRI NGOSS: p. 29]

AMNESTY INTERNATIONAL's key stakeholders are individuals at risk, human rights defenders, non-governmental and community organizations and coalitions, members and supporters, activists, volunteers, governments and international organizations such as the United Nations.

4.15 Basis for identification and selection of stakeholders with whom to engage. [GRI NGOSS: p. 29]

Individuals, defenders, groups or communities that we work with (arising from human rights violations or threats that they have experienced) are identified through our research, contacts and partners at national level. In the first instance this is usually by the country team of the International Secretariat, or by our section/structure colleagues.

Country-level strategic partners are identified and supported by the country team and the strategic partnerships team. The criteria for relationships are based on our shared human rights priorities and agreed plans for joint work that is mutually reinforcing and of real added value to the partners and the human rights goals we share.

We target key governments and intergovernmental organizations to either put pressure on them to promote human rights or to expose how their actions undermine respect for human rights. We work with key 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 mechanisms. Additionally we work with political and legal bodies such as the UN Security Council and the International Criminal Court as well as the European Union, Council of Europe, ASEAN and Arab League. 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.

Data on Performance

Indicator 1: (NGO1) Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.

AMNESTY INTERNATIONAL identifies its primary stakeholders as those individuals at risk of grave human rights violations anywhere in the world and we strive to increasingly include them in our work across different parts of the organization.

For AMNESTY INTERNATIONAL, “active participation is an empowering and enabling process through which rights holders participate in and influence the processes and decisions which affect their lives in order to gain recognition and attainment of their human rights.” In 2011, we finalized this working definition of active participation, developed during 2010, and circulated it across the movement.

Active participation is important in how we strategically understand and design our work. Promoting active participation is not only a key direction of the Integrated Strategic Plan (ISP, 2010-2015) but also a cross cutting theme under the Global Priority Statements (GPS, 2010-2011, 2012-2013).

In practice, the International Secretariat project management methodology encourages all staff to conduct participatory exercises with affected stakeholder groups, at the planning stage of a project, during periodic organizational review times and during evaluation exercises. We actively encourage engagement with the partners and communities we work with so that they are consulted on plans, and involved in reviews and evaluations; although the extent of this varies across different teams and along a spectrum from consultation to participative processes.

Our human rights research has always relied on the participation of local partners; and consultation with our partners about research and advocacy goals has necessarily informed our research decisions. Although fully participatory research is not envisioned, we have been moving towards using a much broader range of participatory approaches in the design, implementation, and evaluation of research projects. The Research and Crisis Response Program has produced guidance on the use of participatory techniques and strategies at all stages of the research cycle: from participatory issue identification and strategy development, through data gathering and analysis, to participatory advocacy and evaluation. The guidelines will be finalised and issued by the end of 2012.

In the area of evaluation, we have also developed qualitative methods for assessing impact, placing constituency voices at the centre of such assessment. Our key method relies on ‘stakeholder engagement’, which involves gathering stakeholders’ perspectives. For this method to be effective, we try to include the widest possible range of affected stakeholders and share our findings with those who took part and are affected by the issue concerned. Additionally, where possible, feedback is sought from stakeholders to strengthen the learning exercise. This process also helps us articulate concrete and grounded lessons from multiple dimensions of a project. Action plans based on the findings and recommendations are developed so that the learning derived can influence future projects. All this information enables us to make improvements to our projects and programmes of work on a regular basis, and in the longer-term helps guide our priorities and use of resources.

In 2011, we made progress in incorporating active participation as part of the design, implementation, and monitoring and evaluation of our programmes. For example, in our work to protect indigenous rights in the context of extractive industries in Ecuador, we established contact with the Sarayaku community and developed a joint programme of work to address their grievances through national and international campaigns. Similarly, our “Asia Pacific Youth Project”, aiming to grow the youth human rights constituency in the region, encouraged and supported young people to design and implement their human rights activities across the region.

Another example of our participatory approach is a pilot that supported a local women’s organization in Indonesia to empower young women who were considering domestic work overseas. Our partner took the lead in the design and implementation of a range of workshops on sexual and reproductive rights. We provided technical support to maximize the impact of our partner’s workshops. Our “Human Rights Live Here: Stop Forced Evictions in Africa Campaign” also seeks to empower local

residents and organizations to stop forced evictions and advance the right to adequate housing with a range of participatory tools - consultation meetings, workshops and street theatres. In Kenya, Egypt, Nigeria, Chad, Angola, and Zimbabwe, we witnessed slum residents standing up for their rights, challenging forced evictions and demanding better access to basic services like drinking water, sanitation, health and education.

We also encouraged and supported our local partners to adopt participatory approaches in evaluating their own work and our support for their work. They reported that using participatory processes to assess their impact enabled them to not only build their own capacity but, more importantly, to better understand the various dimensions of human rights of their beneficiaries. We also gained invaluable lessons from them on how to improve our support to maximize their human rights impact.

In 2011, over three-quarters (76%) of our entities reported involving their partners at the planning stage of projects (31% involved partners throughout the whole project cycle from planning, implementation, monitoring to evaluation while 45% involved partners only at the project planning stage).

Indicator 2: (NGO2) Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.

AMNESTY INTERNATIONAL recognises that those with and for whom we work may have cause to raise complaints about the organisation; and that they have the right to do so, to receive a formal response and to have their concerns addressed where these are shown to be well founded.

For administrative purposes, the International Secretariat currently defines formal complaints as "written (email, mail or fax) statements against AMNESTY INTERNATIONAL expressing dissatisfaction with AMNESTY INTERNATIONAL's work and/or policies and seeking redress by AMNESTY INTERNATIONAL." The following complaints are currently not considered as formal and hence not followed up - verbal-only complaints, complaints with no contact information for follow-up, complaints with no specification of redress being sought, frivolous and vexatious complaints. Verbal-only complainants are currently advised to submit written complaints. Please note human rights violations by a third party, hence not a complaint against AMNESTY INTERNATIONAL, will be referred to relevant department within the International Secretariat, and where appropriate, a section or structure, for follow-up.

Complaints may be addressed to AMNESTY INTERNATIONAL's Secretary General in writing by email, fax or mail (<http://www.amnesty.org/en/contact>). 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. If appropriate the matter will be referred to an AMNESTY INTERNATIONAL national section or structure for their investigation and formal response. Complainants will be informed about any delays in this process (e.g., due to unavailability of relevant staff or the matter's referral to the national entity).

Complaints can also be filed directly with a section or structure. Most sections and structures have procedures in place to respond to all complaints received. If the complaint is related to the whole movement the matter will be referred to the International Secretariat for a formal response.

At the International Secretariat, a whistle-blowing policy to encourage staff to report practices not in compliance with standard policies and the INGO Accountability Charter has been drafted and is being finalized. The movement does not have a global whistle-blowing policy for all sections and structures.

In 2011, the movement collectively received 4513 formal written complaints, mostly by members, supporters and the general public. About half of these complaints were related to our severance payments to the former Secretary General and former Executive Deputy Secretary General in 2010. Both ended their employment with AMNESTY INTERNATIONAL at the end of 2009. These complaints prompted a thorough independent review, which submitted its report in November 2011. The report highlighted a number of governance issues, which led to a review of the International Executive Committee during 2012. Recommendations from this review are being implemented. Both review reports have been shared with staff, sections and members.

99% of all complaints received in 2011 had been addressed and/or resolved as of end of 2011.

Indicator 3: (NGO3) System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.

AMNESTY INTERNATIONAL aims to continuously improve our effectiveness and positive impact on human rights. To this end, the International Secretariat is moving towards assessing our human rights impact and our organizational impact through the development and implementation of an organizational performance framework. The information collated will inform senior management's decision making process, synthesizing data from our work globally on a number of levels and areas.

A key aspect of the system to assess organisational performance has been the development of key performance indicators (KPIs). We have identified categories of indicators that can be monitored at the senior management and board levels within the organisation. During the reporting period we began identifying specific key performance indicators and developing systems to gather data for each of these areas. In doing this, we came across challenges of consistency across the organisation of definitions, standards and processes.

Because of this, more time has been needed to standardize these global KPIs and work with our varied entities to compile the information needed in a consistent manner. In 2012, we plan to finish the identification of a set of measurable KPIs and establish processes for how this information can be collected. In 2013, we expect to roll out the measurement and reporting of these KPIs.

In 2011, we began assessing our human rights impact in an aggregated way to better inform decision-making and resource allocation across the organization. As part of this process, we have clarified the priorities of our Integrated Strategic Plan 2010-2015 through the development of 12 "Critical Pathways", which provide focus for our work and identify deliverables and main tools (campaigning, research, advocacy, communications) that we will deploy to achieve our goals for the rest of the Integrated Strategic Plan. These macro-level strategy documents build on our previous work on using a 'Theory of Change' approach to projects, and they embed this approach in all of our human rights work.

From 2012 each Critical Pathway will be accompanied by a Human Rights Monitoring & Impact Assessment Framework, which includes indicators of human rights change based on our "Dimensions of Change" methodology. This framework will allow us to aggregate the cumulative impacts of multiple projects in the same thematic area, helping us improve our strategies for how we work on the ground as well as plan for projects in the future.

In 2011 the Learning and Impact Unit (now "Strategy and Evaluation Unit") at the International Secretariat continued regular evaluation activities to examine progress towards projects' and the organization's goals and mission. In-depth assessments were conducted on our campaigns in Slovakia, our human rights education work in Ghana, and a pilot project that tested the use of geospatial technologies in documenting human rights crises. The findings were disseminated across the movement and to stakeholders as well as on our website (<http://www.amnesty.org/en/who-we-are/accountability/impact>).

AMNESTY INTERNATIONAL recognizes that evaluations are only useful if their findings are applied to programs, resulting in changes or solidifying good practice. Because of this, evaluations include a management response, which acts as an organizational commitment to learn from the evaluation. Management responses include action plans.

A key example of this practice is the evaluation of our Stop Violence Against Women (SVAW) campaign, our first long-term global thematic campaign, from 2004-2010. The evaluation has been posted on our website alongside the management response. The evaluation provided a number of key lessons learned and recommendations for improving our delivery of global campaigns as well as the way we assess our impact. The recommendations were wide ranging and encompassed changes that can be made in the short term and structural changes that require long term planning and implementation. However, we recognise that institutionalizing lessons learnt and improving future actions entail a deeper process of changing systems, procedures, and behaviour within the organization.

Some of the recommendations centred on issues such as strategy, gender, campaigning, partnerships, monitoring and evaluation and our work on the Global South. Key lessons learned led to the following organizational initiatives:

- Adoption of a “Theory of Change Model” to guide new global campaign development.
- Gender mainstreaming has been made a global crosscutting priority in our Integrated Strategic Plan 2010-2015 to ensure that all global campaigns address gender issues by conducting gender analysis.
- The design of a new financial distribution system was launched to shift more of our resources to the Global South (strategic partnership projects in six countries, African Human Rights Education Project, Asia-Pacific Youth Network, increased grants to entities in the South etc).

The majority (71%) of our entities reported they have developed monitoring and evaluation systems for their key projects. Another 6% reported that such a system is under development.

Indicator 4: (NGO4) Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle.

We are committed to creating a respectful and welcoming environment that promotes inclusiveness. We have employment policies at the International Secretariat and in our sections and structures to prohibit all forms of discrimination in hiring. The decision to implement a Gender Action Plan and a Roadmap for Diversity was adopted in August 2011 at our International Council Meeting. To help entities define the scope of their gender and diversity assessments, a set of scoping guidelines was issued in Dec 2011. In April-August 2012, a survey and in-depth interviews were conducted among a sample of sections and structures (21 out of 68 participated) to gauge the gender and diversity situations across the movement. Issues covered include gender mainstreaming and diversity inclusiveness in terms of our governance system, work processes and people (members, staff). We are now currently analysing this information, which will be used to design the operational details, including implementation guidelines and progress indicators, to roll out both the Gender Action Plan and Roadmap for Diversity in 2013. The International Secretariat is currently recruiting a programme manager to manage this initiative and we expect that the programme manager will be in post by early 2013.

Based on preliminary analysis of this survey, we observed the following categories of individuals are likely to be under-represented among our members and governance structure - socio-economically disadvantaged such as poor women who cannot afford membership fees, transgender and intersex individuals, illiterate persons who cannot fill out membership forms or follow documents and governance processes. To address the issue of membership dues affordability, most of our entities, particularly in the Global South, have membership categories that allow individuals to join by virtue of taking part in our campaigns and their membership dues would be waived. The Gender Action Plan and Roadmap for Diversity currently being implemented seeks to improve the inclusion of transgender and intersex persons in our membership and governance system. We currently do not have policies to mitigate illiteracy as a barrier to become members.

Apart from the Gender Action Plan, we also identified at our 2011 International Council Meeting that women are underrepresented among the boards of our sections and structures in Africa. We launched an Africa Women and Leadership Working Group in 2011 to strengthen women's leadership at the governance level among our entities in Africa. And the recently revitalized International Women Human Rights Network is now playing an active role in ensuring that the movement's key operational tools are gender sensitive - human rights research, policy and campaigns.

Over two-fifths (42%) of our entities reported they have started initiatives to address gender and diversity issues within their organizations.

Indicator 5: (NGO5) Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.

Our campaign plans, including the human rights change objectives, advocacy strategies, identification of targets, mobilisation and education activities, are formulated in close consultation between the International Secretariat, our sections, structures and external partners. The Global Campaigns Management Team, comprised of campaigners across the movement, provides a movement-wide coordination mechanism to establish the countries of focus, issues, targets and anticipated outcomes of our actions. Advocacy positions and campaign strategies are documented

internally and shared with our partners via regular newsletters, weekly updates, and wiki tools. The implementation of global advocacy positions and campaigns is usually led by the International Secretariat, with the majority of campaign, advocacy, education and media work linked to campaigns being delivered by the sections and structures.

Based on analyses of relevant factors linked to a particular human rights problem identified for wider campaign mobilisation, the International Secretariat, in consultation with national sections and structures, takes the lead in developing draft strategies and planning frameworks for global campaigns. Factors considered include research, policy, legal, movement growth and other elements related to proposed solutions to the problem. The methodology includes the application of lessons learned from previous campaigns. Workshops and conferences to collect inputs from both sections and structures and external partners are used to develop and pilot campaigning proposals.

In 2011, we identified 12 key priority human rights areas within the Integrated Strategic Plan and drafted the corresponding 12 critical pathway documents that describe the work we need to do in order to have the impact we believe we can have and achieve longer-term human rights goals. Below is an illustrative example of how we formulate advocacy positions and plan our campaigns.

The critical pathway on arms control and the transfer of military, security and police equipment was the continuation of the global campaign to achieve the global Arms Trade Treaty. This is a multi-year campaign that began with grassroots advocacy among national sections and structures in the 1990s and has evolved since 2003 into the present form of a global campaign working with external partners. After the UN committed to develop the global Arms Trade Treaty in 2006, our campaign has been focusing on the deliberations and negotiations amongst States in the UN. Campaigning and communications have involved highly diverse techniques and participation at the grassroots and international levels. While generally positive, the feedback of our partners and stakeholders has been pivotal in fine-tuning our campaigns to overcome challenges. To deal with the highly technical and legal aspects of the global treaty, we have dedicated a core team, comprised of staff of the International Secretariat and sections, and enlisted assistance from external specialists. Due to the highly unequal power relations in the global arms trade, appropriate strategies have been developed at different levels of engagement as well as for general public awareness. In this regard, most national sections and structures follow closely the International Secretariat's overall strategic and policy advice and recommendations on technical and legal advocacy interventions. For generalised public mobilisation and media national sections and structures tend to lead much more of their own innovative messaging appropriate for their own political context, using research reports generated by the International Secretariat to gain media coverage for their messaging.

Another critical pathway with significant global campaigning activity in 2011 is related to responding rapidly to human rights crises. The focus here was mainly in the Middle East and North Africa (Egypt, Libya, Syria, Tunisia and Yemen) on issues of transition such as reforms in the criminal justice system, reform of laws and practices related to freedom of expression, association and assembly, women's human rights, refugee and migrant rights and the irresponsible arms transfers from major powers fuelling human rights violations during repression and armed conflicts in the crisis-torn countries. Again, specific multi-skilled teams at the International Secretariat as well as at national section levels work together to develop and coordinate campaign actions and media interventions.

As we are not a service-delivery organization but an advocacy/campaign one, which sees our work not completed until human rights are fully respected, most of our campaigns do not include an exit strategy in the traditional sense. However, for a key part of our work, campaigning for individuals whose rights are at risk of being violated (Individuals at Risk), we have policies and procedures for when a case should be considered "closed". When a decision is made to close a long-term individual-at-risk case file, we have transparent, ethical communication with the individual, family of the individual, or the community in question. There can be many reasons for stopping a case – (1) we are asked to stop because the goals have been achieved or no further campaigning is necessary; (2) continued campaigning could cause harm; (3) it is no longer possible for us to consistently obtain reliable information on the case and/or the informed consent of the individuals. In addition to having clear communication with the individuals, we provide our activists with the information they need to bring closure to their own work around the specific case. We provide information about why the case has been closed, analysis of campaign objectives (what have and haven't we achieved against them), a summary of campaigning, what types of actions were the most effective, how the individuals (and families of the individuals) felt about our campaigning on their case, what's happening now and/or what challenges the individuals now face, and if/how we will continue to be involved with them or have links to them. For example, we might shift the focus of working for the protection of a specific

human rights defender to working with that defender to support other individuals at risk in the region. We also provide activists with quotes from the individuals, families and their representatives, and advise whether the case can be used in our campaigning and fundraising materials in the future.

Over half (52%) of our entities reported they follow fully the International Secretariat for advocacy positions – adhering to existing policies or consulting the International Secretariat when such policies do not exist. About a quarter (24%) reported they would formulate their own policies by consulting local staff, board and partners.

Indicator 6: (NGO6) Processes to take into account and coordinate with the activities of other actors.

We proactively work with partners on all of our campaign initiatives. As part of our operational planning process the development of campaign strategies and plans is required to identify and consult relevant stakeholder organizations and groups working on similar issues. This typically involves identifying potentials, overlaps and gaps with our partners. Furthermore we often embark on joint initiatives with other NGOs, and participate actively in the global and national coalitions that are focussing on our priority areas of human rights work.

While we do not currently have in place any *formal* processes to promote learning from the work of others, informally we discuss and incorporate learning from other organisations and partners as available and relevant.

The majority (87%) of our entities reported having systems in place to map and consult stakeholders to avoid duplicating other organizations' work.

Indicator 7: (NGO7) Resource allocation.

All entities allocate resources according to budgets developed through each entities' internal planning processes. All entities follow a set of commonly agreed global operational priorities (based on the Integrated Strategic Plan 2010-2015) to guide the annual planning process and resulting budgets. Critical pathways and organizational enablers have been developed to provide national entities with further details on how to integrate the Integrated Strategic Plan into their national plans. Furthermore, the 6-year period of the Integrated Strategic Plan has been divided into 3 two-year periods, each guided by the Global Priority Statement defining areas of focus for all parts of the movement.

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. All material operations are subject to full independent external audit as required by national laws and these statements together with independent auditors statements are all published in the relevant jurisdictions. A combined international set of figures is prepared, as shown in indicator 8 below, to provide transparency on the full scale of operations of the movement internationally. As national legislation varies, national reports are not directly comparable. For the purpose of combined financial reporting, however, the International Financial Reporting Standards (IFRS) are used as the reference standards. We are currently in the process of implementing a common financial reporting framework, Common Chart of Accounts (COCOA), which will enable improved reporting of internationally combined figures, through implementation of common reporting standards and definitions.

In response to the main goals set out in the Integrated Strategic Plan to have greater human rights impact, national entities are also increasing their contributions to the movement to fund global priorities through work at an international level. The latter includes work at the International Secretariat, as part of the new Resource Allocation Mechanism (developed in 2010-2012 and to be fully operationalized in 2013). These resources are allocated to various streams of expenditure including: funding the International Secretariat's work; investing in geographical areas where we have little or no presence (e.g., BRICS); national entities undertaking strategically important work for the movement; and investments in innovation and human rights crisis response activities. These global funds are allocated in line with the movement's strategic plans with clear objectives and measurable key performance indicators in place.

For each allocation of resources to any of the above purposes, the Secretary General, advised by the

Global Management Team (made up of Directors of sections and structures), recommends high-level allocations of the global funds to the International Executive Committee for approval. The movement is accountable to its members and donors for the financial resources that have been entrusted to us to achieve human rights impact as well as being accountable to those on whose behalf we work - rights holders and human rights defenders - and the general public. The new resource allocation mechanism will enable us to better demonstrate how we have expended our resources globally, including the relative spend in the Global North and South.

A new unit within the International Secretariat has been established in 2012 (Strategy and Evaluation unit) to manage the allocation process as well as monitoring, evaluation and reporting. The new system for allocating resources will therefore be rolled out from 2013 onwards. We expect to conduct an evaluation after the new system has been in place for some time. The exact timing of this evaluation will be decided based on when it will be most useful from a learning perspective.

Indicator 8: (NGO8) Sources of funding by category and five largest donors and monetary value of their contribution.

Of the €235 million global income in 2011, 96% was un-restricted. The 4% restricted income came mostly from governments (human rights education only), trusts and foundations. The table below shows the breakdowns by income source of AMNESTY INTERNATIONAL's 2011 global income.

2011 Income Source	EUR (million)	%
Membership fees & donations from the public	182.3	78%
Legacies	21.8	9%
Events and merchandise	8.8	4%
Trusts and foundations	6.4	3%
Governments (human rights education only)	3.1	1%
Corporations (un-restricted only)	0.9	0.4%
Other institutions	1.8	1%
Gifts in kind	0.3	0.1%
Investment	1.9	1%
Others	7.5	3%
TOTAL	235	100%

The five largest donors in 2011 accounted for 2% (€5.4 million) of our 2011 global income.

2011 Top 5 Donors	EUR (million)
Gift Aid Income (UK Government) & Tax Reclaims from HMRC	1.6
Oak Foundation (USA)	1.2
DFID (UK Government) & Human Rights Education in Africa	1.2
Dutch Postcode Lottery (Netherlands)	0.8
Dutch Government (Netherlands) & Special Programme in Africa	0.5
TOTAL	5.4

Of the €235 million global expenditure in 2011, 44% was spent on human rights programming (research, campaigns, communications and publications), 25% on general management, administration and governance, and the remaining 31% on fundraising to recruit new members and donors. There are some inconsistencies across our entities in how expenses are apportioned across these core activities – improving this and setting targets for the apportioning are planned for the future.

2011 Expenditure	EUR (million)	%
Programme (research, campaigns, communications, publications)	103	44%
Fundraising	73	31%
General Management and Administration	51	22%
Governance	7	3%
TOTAL	235	100%

Indicator 9: (EC7) Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation.

The International Secretariat's staffing composition in all of our office locations is expected to reflect the diversity of the movement. Around half of the over 460 London-based International Secretariat staff, including management, are of non-UK origin. Other offices of the International Secretariat outside London are staffed (around 70 staff based outside the UK) in the majority by locally hired staff, as it is essential that posts are filled with people who have local expertise, with only a few staff hired internationally where it was difficult to find skills and expertise locally. In 2011 we had a very low level of placement of expats into these offices. The Brazil and India offices, set up from late 2011 and early 2012, have been staffed wholly within country to date. The lead managers of the International Secretariat's international offices outside UK are in the majority from the country where the office is located or from within the region. As part of strategies to move more of our London-based staff to regional hubs around the world, we will advertise locally and regionally. This will be balanced with our obligation to provide redeployment opportunities for current International Secretariat staff and any operational necessities.

All of our sections and structures, both in the Global South and Global North, are almost always staffed, including the Directors (head of the entity) by locals. Less than 5% of our Directors are not local residents.

Indicator 10: (EN16) Total direct and indirect greenhouse gas emissions by weight.

As our operations do not involve direct emissions, our carbon emissions tracking focuses on indirect emissions of CO₂ via our office energy use (electricity and gas) and business travel (air, car, public). Of the 26 largest entities (accounting for over 95% of the movement's total human resources and expenditures) who are required to report on their 2011 emissions, 16 reported on office energy CO₂ emissions and 15 on business travel CO₂ emissions.

To report on office energy carbon emissions each reporting entity collects energy usage information from their electricity and gas utilities and converts it into metric tonnes of CO₂ using the following formulae (www.climatecare.org):

Electricity: 1 kWh = 0.0005246 metric tonnes of CO₂

Gas: 1 Btu = 0.000000053808 metric tonnes of CO₂

To estimate carbon emissions related to business travel, each reporting entity collects travel distance information either in-house or from its travel agency and uses the following formulae to convert distances into metric tonnes of CO₂ (www.climatecare.org):

Air travel:

1 mile = 0.00024 metric tonnes of CO₂

1 km = 0.00015 metric tonnes of CO₂

Car:

1 mile = 0.00034 metric tonnes of CO₂

1 km = 0.00021 metric tonnes of CO₂

Public (train, bus):

1 mile = 0.00010 metric tonnes of CO₂

1 km = 0.00006 metric tonnes of CO₂

These entities collectively reported a total of 2343 and 2034 metric tonnes of CO₂ emissions for office energy and business travel, respectively, for 2011.

We then estimated the movement's total CO₂ emissions (all entities) in 2011 by dividing these two numbers by the respective %s of the movement's total number of staff accounted by these reporting entities (74% for office energy, 71% for business travel):

- Office: 3167 metric tonnes of CO₂

- Travel: 3547 metric tonnes of CO₂

2011 Estimated Total (office + travel): 6714 metric tonnes of CO₂

Indicator 11: (EN18) Initiatives to reduce greenhouse gas emissions and reductions achieved.

CO2 Reduction Initiatives in 2011:

Both sections/structures and the International Secretariat reported initiatives to reduce CO2 emissions in 2011. Reduction initiatives by sections/structures included replacing in-person meetings with video conferencing and installing energy saving measures in offices. At our largest office, the London office of the International Secretariat, several measures were taken in 2011 to reduce our impact on the environment:

Lighting Controls and Lamp Types

- Continued using lower energy lamps where practical and when halogen lamps failed
- Installed T5 lamps in conference rooms
- Installed LEDs in passenger lifts

Heating and Hot Water Controls and Heating Times

- Lowered heating temperature
- Lowered set point
- Shortened heating day by turning off heating as early and resuming as late as possible

Electricity

- Proactively sourced renewable energy suppliers
- Retained renewable electricity tariffs for all buildings

Waste Recycling

- Removed desk bins and introduced central recycling bins including food waste
- Launched recycling and waste awareness program for staff

Environmental Working Group

- To promote awareness of energy efficiency and recycling best practices

CO2 Reduction Achieved in 2011:

To estimate the movement's CO2 reduction between 2011 and the past (2009 and 2010) we applied the same estimation method used for the 2011 total (see Indicator 10: EN16) to estimate the 2009 and 2010 total CO2 emissions (metric tonnes):

Estimated CO2 Emissions in Metric Tonnes (global workforce)	Office	Travel			Office + Travel
		Non-ICM	ICM*	Total	
2009 (1850)	2,912	4,123	1,000	5,123	8,035
2010 (2033)	2,922	3,568	0	3,568	6,490
2011 (2099)	3,167	2,847	700	3,547	6,714

* Figures for ICM (International Council Meeting) are estimates. ICM takes place every other year with about 450 attendees (~250 section/structure representatives, ~50 youth delegates, ~50 volunteer translators for 4 core languages, ~100 support staff and volunteers). 2009 ICM took place in Mexico and 2011 ICM was held in the Netherlands. Significant reduction in estimated CO2 emissions between 2009 and 2011 is due to the majority of attendees were based in Europe, hence shorter flights were taken in 2011.

Since the International Council Meeting is bi-annual and it was not held in 2010, we estimated a 16% carbon reduction over a two-year period (8035 in 2009 vs. 6714 in 2011). This reduction is attributable to our cutting down on air travel by increasing our usage of video-conferencing and reducing frequency of in-person meetings. However we have been less successful in cutting our carbon emissions by our offices. Emissions of offices rose slightly reflecting the growth of our global workforce. We need to do more to reduce our office CO2 emissions.

2012 Progress on the Global Sustainability Program:

The first draft of the Secretary General's Statement of Intent is currently under review by senior management of the International Secretariat. We are currently collecting input from sections and structures to fine-tune movement-wide policies, procedures, the operational action plan and "quick wins". We have also initiated the conversation with energy efficiency accrediting bodies to collect requirements to feed into our policies, procedures and action plan.

Next Steps:

- Finalize Statement of Intent by the Secretary General
- Continue consultation with sections and structures on sustainability guidance, procedures and action plan

- Encourage sections and structures to set up environmental working groups similar to that of the International Secretariat to facilitate collecting inputs from around the movement and the rolling out of the programme in the future
- For the International Secretariat, launch a staff awareness programme and improve space utilisation to reduce office carbon footprint

Indicator 12: (LA1) Total workforce, including volunteers, by type, contract, and region.

In 2011 we had a global workforce of 2099 staff with the following compositions:

- Type: 74% full-time (35 hours or more a week), 26% part-time (less than 35 hours a week)
- Contract: 82% permanent, 18% fixed-term contract
- Region: Africa (Sub-Saharan & Southern) 4%, Americas 12%, Asia-Pacific and South Asia 9%, Europe and Central Asia 73%, and Middle East and North Africa 1%.
- Collective bargaining coverage: 80%

Furthermore, 7722 volunteers and interns donated time for research, campaigns, translation, office and events (e.g., concerts, marches or public demonstrations, exhibitions, speaker tours and workshops) support during the reporting period. Over half (53%) of these volunteers and interns did so on part-time basis for less than six months. Another third (38%) were also part-time but for more than six months. The remaining (9%) donated their time on full-time basis.

Indicator 13: (LA10) Average hours of training per year per employee, by employee category.

85% of entities reported having staff development initiatives including job-related training (79%). Each staff member on average received 11 hours of training in 2011.

The International Secretariat, our largest operation, offers a variety of training and learning events for its staff. Learning events are scheduled around core competencies, such as research methodologies, campaigning, human rights thematic issues, travel safety, soft skills (writing, communicating, influencing, etc.) and languages. A calendar of events is in place at the International Secretariat with trainings lasting a few hours to several days. Relevant and necessary individual learning is also encouraged with needs identified through annual appraisals or on an ad hoc basis. With attempts to move learning away from purely classroom based, facilitator led training, the International Secretariat has also invested in electronic learning, coaching and mentoring and shared learning. A team is dedicated to advise and assist learning at all levels of the organization, and a specific budget reflects the priority we place on staff development and organizational learning.

We do not track training broken down by employee categories.

Indicator 14: (LA12) Percentage of employees receiving regular performance and career development reviews.

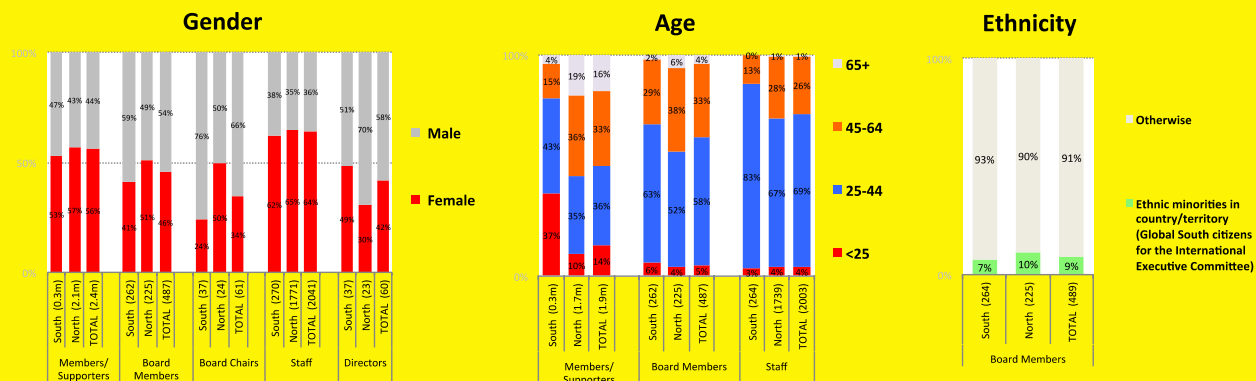
45% of our staff received performance and career development reviews in 2011.

Indicator 15: (LA13) Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

Our highest decision making body, the International Council, is made up of representatives from sections and structures and members of the International Executive Committee. The bi-annual International Council Meetings are typically attended by about 250 representatives of the movement's sections and structures. To ensure a strong representation of the Global South each section/structure is allowed a maximum of 6 representatives with 3 representatives guaranteed even for sections/structures with a small number of members.

The current International Executive Committee is made up of 10 members (9 elected, 1 co-opted): 5 females and 5 males from 10 countries (Australia, Belgium, Italy, Kenya, Mexico, Netherlands, Norway, Paraguay, Poland, South Korea).

Below are the gender, age and ethnic diversity breakdowns of our members and supporters, boards and staff as of end of 2011 (see 2.5 above for our definitions of the Global South and North). Women were under-represented among our section/structure board chairs in the Global South (24%) and Directors in the Global North (30%). See indicator 4 (NGO4) above for our gender and diversity initiatives.



Indicator 16: (SO1) Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.

As a campaigning organization, our ways of working do not include engaging with communities as service deliverers in the way that is traditionally understood by “entering, operating in and exiting” communities. We do, however, consider the scope, nature and effectiveness of our operations and assess our impact on communities.

AMNESTY INTERNATIONAL understands impact as being about the consequences of our work on the external world. These can be cumulative and aggregated, planned and unplanned, positive or negative, intended or not. In 2011, our Learning & Impact Unit (now Strategy and Evaluation unit) was responsible for developing policy, procedures, guidelines and tools for monitoring, evaluation, impact assessment and learning. It also supported key initiatives in line with the movement’s priorities from the development of monitoring and evaluation frameworks to leading on specific impact evaluations. The unit has been essential in ensuring that our campaigns and projects meaningfully engage our stakeholders to participate at every stage of the project cycle from planning, implementation, monitoring to evaluation. Project stakeholders include local grassroots organizations, communities, groups or individuals.

The Impact Assessment Toolkit was finalized in 2011 and disseminated in our four core languages (Arabic, English, French and Spanish) for all entities of the movement to adopt. It lays out AMNESTY INTERNATIONAL’s definition of human rights impact and describes the participatory approach we would use to assess impact. The toolkit has practical steps for sections and structures to plan, monitor and evaluate a project that engages stakeholders in a participatory manner throughout the entire project cycle. The rolling out of the toolkit involved both training staff and activists on participatory impact assessment methodology and piloting the approach with several global campaigns - Demand Dignity Campaign, Security and Human Rights Campaign, Individuals at Risk Programme, Africa Human Rights Education Project, and Human Rights Live Here Project. Stakeholder inputs during planning (both project entry and exit), monitoring and evaluation stages are fed directly to the project teams at all project stages. Reports of our recent impact assessments using this participatory approach can be found on the accountability section of our website (<http://amnesty.org/en/who-we-are/accountability/impact>).

One of the consistent messages we have learned from our stakeholders is that we need to increase our presence in the Global South to enable us to work more closely with rights-holders and local partners in our response to human rights violations. In 2012 we began piloting our plan to move our London-based staff to regional hubs in the Global South, starting with Johannesburg and Hong Kong.

Indicator 17: (SO3) Percentage of employees trained in organization's anti-corruption policies and procedures.

In compliance with the UK Bribery Act 2010 and the INGO Accountability Charter, the International Secretariat began in 2011 its efforts to develop anti-corruption policies and procedures. We first conducted a comprehensive bribery and corruption risk assessment. Staff members of the International Secretariat, both London and overseas locations, were consulted. An interim anti-bribery policy is now being implemented at the International Secretariat, including the incorporation of standard anti-bribery provisions into policies and contracts, such as our partner funding and grant agreements, procurement policy and supplier code of conduct.

In 2012 we aim to finalize the anti-bribery policy to ensure the International Secretariat's full compliance with the UK Bribery Act 2010 and the INGO Accountability Charter. We plan to implement the finalized policy fully in 2013 including communicating and training all staff of the International Secretariat.

3% of staff had been trained on anti-corruption policies and procedures in 2011. We do not track anti-corruption training by employee categories. We are not aware of any cases of corruption by staff or board members.

Indicator 18: (PR6) Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.

Our global fundraising strategy (Global Fundraising Strategy and Action Plan 2012 – 2015) commits all AMNESTY INTERNATIONAL entities to strive for the highest standards of accountability and transparency in our funding arrangements. The strategy also commits us to review our global fundraising policies and procedures in the future. These policies include, among other things a movement-wide commitment to reviewing our adherence to various laws, standards and voluntary fundraising codes in countries where we are actively fundraising. We will review the implementation and adherence to these global fundraising policies in 2013 and conduct a more detailed evaluation at the end of the plan period in 2015.

We currently have 4 global policies covering our fundraising activities:

- Guidelines for the Acceptance of Funds and Fundraising by AMNESTY INTERNATIONAL
- Earmarked Fundraising Guidelines
- Procedures and Criteria for Approval of Human Rights Education Fundraising from Government
- Bodies and Policy Governing Corporate Relationships that Benefit AMNESTY INTERNATIONAL

These policies commit us not to accept funding for which we are not prepared to be fully and publicly accountable to our members, donors, supporters and those on whose behalf we work. We do not undertake fundraising and marketing activities, which we are unable to fully and clearly justify in terms of outputs and outcomes. Entities are strongly encouraged to join local professional fundraising regulatory bodies and adhere to standards those bodies promote. We do not sell or distribute merchandise that is banned in any markets.

We are not aware of any complaints for breaches of standards in relation to rights of affected stakeholders.

GRI Self-Assessment Application Level

Report Application Level		C	C+	B	B+	A	A+	
Standard Disclosures	G3 Profile Disclosures OUTPUT	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured	
	G3 Management Approach Disclosures OUTPUT	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category		
	G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT	Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Reponsibility.		Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.		
*Sector supplement in final version								
GRI Application Level C								

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

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