



Amnesty International 2011 Report to INGO Accountability Charter using GRI NGO Level C reporting template

Name of organization:



Filled in by:

Name:

George Macfarlane

Position:

Senior Director, Organizational Services

Email:

George.Macfarlane@amnesty.org

Phone number:

+44 20-7413-5200

After you complete this, send a copy to GRI at:

Global Reporting Initiative

P.O. Box 10039

1001 EA Amsterdam

Email: guidelines@globalreporting.org

Fax: +31 20 531 0031

Information on numbering: All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page number appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org.

1 Strategy and Analysis

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

AMNESTY INTERNATIONAL has continued to show the commitments which we believe have played such an important role in the past: reacting quickly and directly when there is a crisis that requires our intervention, and continuing to take on the most controversial and challenging human rights issues.

In the future, we see an Amnesty team – members and staff – that is increasingly representative of those whom we campaign for, and standing alongside them wherever they are.

We see us matching our strength and conviction in the Global North with membership, support and action in the Global South – combining our efforts to be more relevant, more influential and have a greater impact.

Our goal is to build on the legacy of the past, create a compelling future for our movement and maximize our human rights impact. We have the reach, the scope, the expert knowledge, and the strategic partnerships to make this happen. We are going to combine these assets to respond to the changing political picture and create that global influence. In particular,

- We are aligning our resources behind our strategic goals;
- We are increasing our presence in the Global South; and
- We are moving necessary operations closer to those whose rights are being violated.

Working for and with individuals whose rights are at risk is at the heart of our mission and so it is to them that we are most directly accountable. Through research and campaigning work, we actively listen to individuals at risk and human rights defenders all around the world. We also work in partnership with other organizations in a consultative manner to ensure we use our limited resources to work most effectively on an international basis.

The INGO Accountability Charter has helped identify some of our weaknesses including in the context of our participatory approach to working with partners, our presence in the Global South, diversity and gender mainstreaming, and environmental impact. We are committed to using this report as a tool to strengthen and monitor ourselves in these areas. We continue to strive for full compliance with the Charter, incorporating changes in our response based on feedback received last year from the Charter's review panel. Feedback that we have not addressed yet in this year's report is noted and will be included in our next report.

One of the areas we have not addressed is key performance indicators (KPIs) and corresponding targets for the Integrated Strategic Plan (see 2.2 below). We have drafted these KPIs and are in the process of defining global targets for the rest of the Integrated Strategic Plan in place until end 2015. We are planning to roll this out in 2012 and we will report our progress on this in our next report to the Charter. Below is a snapshot of key events, achievements, and challenges ahead.

Key events and achievements:

In terms of the human rights scene, there have been many important headlines in the past two years. We highlighted worldwide the injustice of the incarceration of Liu Xiaobo in December 2009. He received the Nobel Peace Prize 10 months later. We also finally saw the release of Aung San Suu Kyi in Burma in November 2010 who has paid tribute to the hard work of our members in helping secure her release. The rejection of Vedanta's proposal for the six-fold expansion of an aluminium refinery in Orissa's Niyamgiri Hills by the Indian Government in mid-2010 was a landmark victory for the human rights of indigenous communities. In June 2011, the Angolan government rehoused hundreds of victims of forced evictions in a landmark step for people living in informal settlements – a crucial first step, following a long campaign.

Future human rights challenges:

The changes across the Arab world have important implications for the world of human rights, and provide new opportunities and challenges for us. In February 2011, we saw a historic unanimous vote at the UN Security Council for the situation in Libya to be referred to the International Criminal Court – a possibility that would have seemed unthinkable until recently. In many respects, however, still too little has changed. We have now offered the Egyptian authorities access to our archives containing documentation of 30 years of brutal human rights violations committed by Mubarak's regime. Similarly we have allowed access to the Haitian authorities, whose records of human rights abuses under the Papa Doc Duvalier regime were lost in the 2010 earthquake.

Our global human rights priorities in the next 2 years (Global Priority Statement 2012-2013, see "Organizational

changes” below) include campaigning:

- (1) 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, and refugee and migrant rights;
- (2) For the adoption, ratification and implementation by countries of a global Arms Trade Treaty; and
- (3) For a stop to the practice of forced evictions (and discrimination) of slum dwellers in Brazil, Egypt, Kenya, Nigeria, and Roma people in Romania and Italy.

Organizational challenges:

- (1) Our Integrated Strategic Plan 2010-2015 is too broad and not prioritized enough in view of what is achievable based on projected resources for this period;
- (2) Our current resource allocation mechanism is not fully aligned to enable the delivery of global strategic goals under our Integrated Strategic Plan; and
- (3) Our physical presence in the Global South in terms of both members/supporters and staff is not aligned with where human rights violations happen the most.

Organizational changes to support the delivery of the Integrated Strategic Plan:

- (1) We have developed “Critical Pathways” to provide the much-needed focus for the organization’s work, which clarify the deliverables and main tools (campaigning, research, advocacy, communications etc.) that we will deploy to achieve our goals for the rest of the Integrated Strategic Plan. We also developed Global Priority Statements (2010-2011, 2012-2013) to define a smaller set of priority projects for the entire movement to work on in our 2-year operating cycles;
- (2) We will be launching a new Resource Allocation Mechanism in 2012 to strengthen planning and accountability of all funding at the global level. This is essential for us to align our resources with global strategic goals; and
- (3) Starting from 2012 we will begin moving relevant London-based International Secretariat staff to the regional hubs around the world. We believe having a distributed International Secretariat will help make us more internationally representative, diverse, and legitimate. Local presence and relevance is essential to grow a strong public constituency of support for Amnesty.

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.

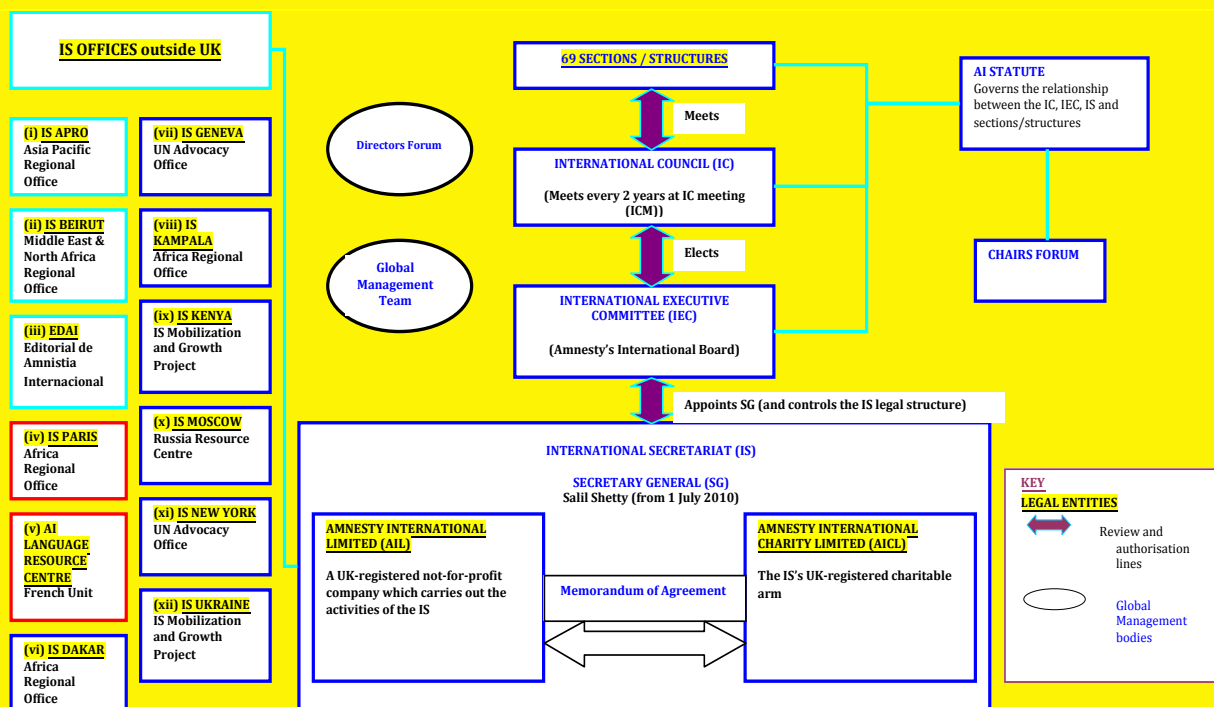
AMNESTY INTERNATIONAL's strategic human rights priorities in 2010-2015 are:

- (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>), which aims to empower rights-holders 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 Sep 2011.



The largest entity of the movement, the International Secretariat, has seven clusters as of Jan 2012, each headed by a member of the senior management team:

- (i) Operations (regional hubs)
- (ii) Movement Building (membership, activism)
- (iii) Campaigns and Communications (global campaigns, media, publishing)
- (iv) International Law and Policy (thematic coverage)
- (v) Research (country coverage)
- (vi) Organizational Services (finance, IT, facilities, legal, learning and impact)
- (vii) 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 Jun 2011 AMNESTY INTERNATIONAL had offices in following countries/territories:

Global South (46 countries/territories): Algeria, Argentina, Benin, Bermuda, Burkina Faso, Chile, Cote D'Ivoire, Croatia, Czech Republic, Faroe Islands, Ghana, Hong Kong, Hungary, 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

We are planning to open two new offices in the Global South in 2012: Brazil and India.

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 being 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 2010, AMNESTY INTERNATIONAL had about 3 million members and supporters (87% from the Global North and 55% were women). And we estimate at least 1.8 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 2010. AMNESTY INTERNATIONAL's 2010 global income was €216 million and expenditure was €204 million. AMNESTY INTERNATIONAL's net assets at the end of 2010 were worth €128 million (€173 million of assets, €45 million liabilities) with €64 million in cash.

2010	Missions	Person-Days	Countries/Territories
Africa (Sub-Saharan and Southern)	47	1379	20
Americas	19	528	11
Asia-Pacific and South Asia	32	987	15
Europe and Central Asia	28	512	21
Middle East and North Africa	16	437	9
Total	142	3843	76

In 2010 AMNESTY INTERNATIONAL organized 142 research missions into the field covering 76 countries/territories and logging 3843 person-days.

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.

2010	Reports	Other Shorter Documents	Countries/Territories
Africa (Sub-Saharan and Southern)	27	64	26
Americas	21	78	18
Asia-Pacific and South Asia	28	56	22
Europe and Central Asia	38	45	29
Middle East and North Africa	15	46	12
Total	129	289	107

To publicize human rights abuses around the world AMNESTY INTERNATIONAL published 129 reports (10 pages or longer) and 289 shorter documents (country updates, campaign digests, case sheets and leaflets) documenting human rights violations in 107 countries/territories in 2010.

2010	New Urgent Actions	Urgent Action Updates	Countries/Territories
Africa (Sub-Saharan and Southern)	27	26	15
Americas	90	73	12
Asia-Pacific and South Asia	37	22	12
Europe and Central Asia	36	42	17
Middle East and North Africa	77	95	15
Total	267	258	71

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 2010 AMNESTY INTERNATIONAL issued 525 urgent actions and related updates covering 71 countries/territories.

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

None

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 2010.

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

Feb 2011 (2010 Report covering compliance with the INGO Accountability Charter in 2009 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]

George Macfarlane (Senior Director, Organizational Services)

Report Scope and Boundary

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

The content we chose to 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 AMNESTY INTERNATIONAL's legal entities 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”). 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. However the content and format of the income statement and fund notes have been based upon the disclosure requirements of Accounting and Reporting by Charities: Statement of Recommended Practice (“SORP 2005”).

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]

The only prior-year (2009) restatement was related to the inclusion of a reserve of €1.3 million reported by the Catalonia branch of our Spanish Section.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the r

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 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 sub-committees report to the International Council:

- (i) Membership Appeals Committee (membership oversight)
- (ii) International Nominations Committee (candidates identification for the International Executive Committee)

The following sub-committees report to the International Executive Committee:

- (i) Governance Committee (governance reform)
- (ii) Board Development Committee (IEC capacities)
- (iii) Remuneration Committee (executive pay oversight)
- (iv) Finance and Audit Committee (financial oversight)

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 9 unpaid non-executive members. Details of these 9 International Executive Committee members can be found: <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. Members' recommendations are also channelled through their section/structure's representatives to the International Council Meeting. The movement 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, usually in the first instance 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 include them at every stage of our work and across different parts of the organization.

Throughout 2010, we have striven to keep active participation at the heart of all our global strategies and projects. The empowerment of rights holders is a key area of work under the Integrated Strategic Plan. We have put together a working definition of active participation, "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". The reason for this definition is to provide a benchmark against which the integration of active participation in all of our work can be assessed with the aim of progressively integrating active participation into our relevant human rights projects at all levels (research, campaigning, activism, human rights education, as well as planning, monitoring, evaluation and impact assessment, etc.). As part of its on-going efforts to greater stakeholder engagement, we will be looking into more participatory research methods as well as developing and adapting general participatory methodologies and tools for mobilization of rights holders. For example, our Demand Dignity Global Campaign aims to shift the balance of power together with those who have been so far denied a say, as they tell their own stories and strive to engage in the processes that determine their own future.

From our global strategy down to an individual project level, we try to involve stakeholders at every stage of the project cycle. 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.

We have also developed qualitative methods for assessing impact placing constituency voices at the centre of such assessment. There are many different research methods by which to assess impact. Given our core values and our vision and mission, which value people's experience and the change we deliver for individuals, our key method is 'stakeholder engagement'. This research method involves the gathering of stakeholders' perspectives. For this method to produce reliable results, we always try to include the widest possible range of affected stakeholders. As a matter of principle and whenever possible, evaluation and impact assessment findings are shared 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 the organization's priorities and use of resources. We strive to share the findings and extensively disseminate evaluations of major global campaigns to key stakeholders, partners, and those individuals and communities involved in the projects. Additionally, we also post major evaluation reports on the international website. The results of various projects or campaign evaluations can be found at <http://www.amnesty.org/en/who-we-are/accountability/impact>.

Almost half (49%) of our entities reported involving their partners at the planning stage of projects (20% reported partners involvement for the whole project cycle from planning, implementation, monitoring to evaluation). Another third (32%) reported stakeholders would be informed about relevant projects.

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 recognizes that those with and for whom it works may be given cause to raise a complaint about the organization 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.

Complaints may be addressed to AMNESTY INTERNATIONAL's Secretary General in writing by email or mail (<http://www.amnesty.org/en/contact>). We endeavour to respond to 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, there is a whistle-blowing policy to encourage staff to report practices not in compliance with standard policies and the INGO Accountability Charter. The movement does not have a global whistle-blowing policy for all sections and structures.

In 2010, the movement collectively received about 1600 formal written complaints, mostly by members/supporters and the general public about our positions on human rights issues such as sexual and reproductive health. And almost 90% of these complaints had been addressed and/or resolved as of end of 2010.

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.

It is part of our mission to continuously improve our effectiveness and positive impact on human rights. To this end, the International Secretariat operational planning and reporting processes include the setting of indicators at the planning stages of the projects and programmes of work. All projects have to be planned, reviewed and improved at six monthly intervals and involve stakeholders as much as possible. The approach proposes critical reflection as a way of focusing on learning and the six monthly reviews are an opportunity to maximize and share learning from different projects. A 'Theory of Change' approach is being applied progressively across the organization as a method for developing campaigns and programs of work from the planning through to the

evaluation. Alongside this qualitative method, we will now be evolving its quantitative methods of project and programme monitoring, evaluating and learning by devising Key Performance Indicators. This preliminary work aims to support the movement in monitoring the organization's progress towards its targets and adjusting our work accordingly at regular intervals to stay on track towards success. This will make available extremely useful data and offer early warnings to the organization in order to take actions to mitigate risks of poor results. Across the movement as a whole, a standardized planning and reporting system for activities of all entities is continually being improved to strengthen monitoring and evaluation. This global system seeks to enable the organization to translate its global priorities into concrete work plans and a picture of aggregated outcomes. The resulting information is contributing to our understanding of the movement's overall performance against our six-year Integrated Strategic Plan using Key Performance Indicators.

Additionally, the Learning and Impact Unit (LIU) at the International Secretariat conducts regular evaluative activities to examine progress towards projects' and the organization's goals and mission. The Unit undertakes a series of in-depth impact assessments every year to complement the on-going project level evaluations. As part of this methodology, the Unit has developed an impact assessment framework, called the "Dimensions of Change". They are derived from the organization's vision and mission and are designed to assist the systematic analysis of positive and negative impacts for those affected by our work, particularly the affected stakeholders. Through impact evaluations, we determine the relevance and fulfilment of project objectives, efficiency, effectiveness, impact and sustainability. They help the organization learn and correct actions as a result - not just proving the effectiveness of our work but also improving it. This happens at different levels: lessons learnt from impact evaluations are used to modify what we're doing on a specific campaign or project - i.e. changing the way we're engaging with the media or modifying our messages to governments. Learning can also happen more broadly within an area of work around what does and doesn't work. Cumulative knowledge of what makes a campaigning method effective or what works in a certain context helps us build more successful strategies in the future.

Information about each project is held in a database accessible to all staff and volunteers, ensuring complete transparency and openness across the organization. Included in this information are details about a project's objectives, progress indicators to be monitored and anticipated outcomes. At six-monthly intervals, a review and reflection exercise is undertaken, the results of which can be recorded in the database. As part of this exercise, plans are revised, to reflect any adjustment that need to be made to the project going forward. These alterations are visible to staff and volunteers and shared with the stakeholders in each project. The organization envisages these reviews as participatory exercises where all stakeholders have an opportunity to share their thoughts, learning and suggestions for improvements on their project. However more efforts are needed to ensure such participatory methods are actually used by teams where appropriate. Additionally, there is a constant need to balance cost and time effectiveness as well as with the security concerns that those who engage with AMNESTY INTERNATIONAL may face as a result of their involvement with us. These are the on-going challenges that the organization faces on a daily basis.

Three-quarters (75%) of our entities reported they have developed monitoring and evaluation system for their key projects. Another 10% 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. A Gender Action Plan and a Roadmap for Diversity were adopted at our 2011 International Council Meeting. We have re-vitalized our Women's Human Rights Network, which has a Coordinating Committee who input into all projects for mainstreaming gender throughout the movement.

We have paid particular attention to bringing in expert advice for each of our campaigns and through the planning process for the operational plans for 2012 - 2013 - including assisting with identifying key performance indicators (KPIs) for each critical pathway (see 1.1 under "Organizational changes") of the Integrated Strategic Plan in relation to gender and diversity. We will be hiring a project manager in 2012 to coordinate the implementation of both the Gender Action Plan and the Roadmap for Diversity.

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 partners. They are communicated through internal campaign strategy and planning documents, backed up by regular newsletters, weekly updates, and wiki tools that are made available both internally and to partners. Implementation is coordinated by the International Secretariat, with the majority of campaign, advocacy, education and media work linked to campaigns being delivered by the sections and structures. Regular review and reflection processes are carried out to change and update campaign objectives (see indicator 3 above).

Integrated campaign and communications initiations were developed during 2010 and early 2011 in anticipation of our AI50 campaign linked to Amnesty's fiftieth anniversary. This involved all teams across the International Secretariat and relevant partners to establish the countries of focus, issues, targets and anticipated outcomes of the actions. A global Campaigns Management Team was established to provide a global management space for campaigns. They have been leading a number of strategic campaigning initiatives including the integration of work across all teams, and the alignment of our campaigning at global and national levels.

During our recent planning process 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. The preparation of these strategies involved all teams across the movement setting out clear change objectives. They will guide our campaigns, advocacy and growth priorities through the end of the current Integrated Strategic Plan in 2015.

We are also making our policies more accessible to the membership to facilitate dissemination and increase impact through the process of creating policy maps. We have begun an initiative aimed at increasing the capacity of our sections and structures to participate in advocacy in both a timely and fair manner.

Over half (53%) 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. Over a quarter (29%) 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. (Also see indicators 1, 2 and 3 above.)

Campaign strategies were designed recently on a new Security With Human Rights Campaign (2010), Individuals at Risk Campaign (2011), Refugees and Migrant Rights (2011), International Justice (2011) and a revised Demand Dignity strategy (2011). These planning processes included consultations with partner organizations, peers, and human rights defenders. Recent campaign evaluations including Stop Violence Against Women (2010) have involved getting direct input and learning from external partners. Strategic Partnerships have been elaborated and agreed with seven other organizations in Latvia, Romania, Haiti, Cambodia, Timor Leste, Indonesia and Liberia.

The majority (69%) 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 entities' internal planning processes. All entities follow a set of commonly agreed global operational priorities (based on the Integrated Strategic Plan

2010-2015, see 2.2 above) 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 over a two-year period.

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 are 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 work at an international level, including at the International Secretariat, as part of the new Resource Allocation Mechanism (developed in 2010 and 2011 and to be rolled out in 2012). These resources are allocated to various streams of expenditure including: funding the move of parts of the London-based International Secretariat to regional hubs around the world; 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. The International Executive Committee will undertake an interim evaluation in early 2013 of this resource allocation mechanism to ensure it is operating as planned.

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

2010 Income Source	EUR (million)	%
Donations from the public	85.2	39%
Membership fees	58.0	27%
Members' additional donations	20.7	10%
Legacies	17.3	8%
Events and merchandise	7.9	4%
Trusts and foundations	4.5	2%
Governments (human rights educations only)	3.8	2%
Corporations (un-restricted only)	0.4	0%
Other institutions	5.3	2%
Gifts in kind	4.7	2%
Investment	1.5	1%
Others	6.6	3%
TOTAL	216	100%

Of the €216 million global income in 2010, 96% was un-restricted. The 4% restricted income came mostly from governments (human rights education only), trusts and foundations. The table above shows the breakdowns by income source of AMNESTY INTERNATIONAL's 2010 global income.

2010 Top 5 Donors	EUR (million)
Danish lottery (Denmark)	1.8
The Atlantic Philanthropies (Ireland)	1.2
Postcode lottery (Sweden)	1.1
DFID (UK Government, human rights education in Africa)	0.9
The One Foundation (Ireland)	0.8
TOTAL	5.8

The five largest donors in 2010 accounted for 3% (€5.8 million) of our 2010 global income.

2010 Expenditure	EUR (million)	%
Programme (research and campaigns)	86	42%
Communications and Publications	22	11%
Fundraising	59	29%
General Management and Administration	33	16%
Governance	5	2%
TOTAL	204	100%

Of the €204 million global expenditure in 2010, 53% was spent on human rights programming (research and campaigns) and communicating/publicizing human rights violations. 18% was spent on general management, administration and governance. The remaining 29% on fundraising to recruit new members and supporters.

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

We don't have a local hiring policy as such but the majority (over 90%) of our staff is recruited locally or regionally. 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. These sections and structures account for about 75% and the International Secretariat accounts for 25% of the movement's staff.

The International Secretariat's main office is based in London, UK (see 2.3 above) and it has 12 other offices outside the UK. The staffing composition of the London main office follows the expectation that it should reflect the diversity of the movement, including the Secretary General (head of the International Secretariat) being an Indian national. Around half of the over 430 London-based International Secretariat staff, including management, are of non-UK origin. Other offices of the International Secretariat outside London are staffed (69 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. The senior managers of these non-London offices are in the majority from the country where the office is located or from within the region. For the two offices we are planning to open in 2012 (Brazil and India), the recruitment search for the Directors focused within the country and both hires are locals.

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 in-direct 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 and financial resources) required to report on their 2010 emissions 17 reported on office energy CO2 emissions and 16 on business travel CO2 emissions.

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

Electricity: 1 kWh = 0.00054 metric tonnes of CO2
 Gas: 1 Btu = 0.00000062535 metric tonnes of CO2

To estimate carbon emissions related to business travel, each reporting entity would collect travel distance information either in-house or from its travel agency and use 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 = 0.00035 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 2071 and 2166 metric tonnes of CO2 emissions for office energy and business travel, respectively, for 2010.

We then estimated the movement's total CO2 emissions (all entities) in 2010 by dividing these two numbers by the respective %s of the movement's total number of staff accounted by these reporting entities (71% for office energy, 61% for business travel):

- Office: 2922 metric tonnes of CO2

- Travel: 3568 metric tonnes of CO2

2010 Estimated Total (office + travel): 6490 metric tonnes of CO2

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

CO2 Reduction Initiatives in 2010:

Both sections and the International Secretariat reported initiatives to reduce CO2 emissions in 2010. Reduction initiatives by sections included changing national general meetings from annual to bi-annual events, using video conferencing instead of flying, and installing energy saving measures (voltage optimization, motion sensors, "Switch Off" campaigns, double glazed windows) in offices. At our largest office, the London office of the International Secretariat, several measures have been taken to reduce our impact on the environment including:

Lighting controls and lamp types

- Failed halogen lamps replaced with lower wattage CFL/LED lamps (all lamps in Cafe area now CFL/LED)
- All halogen lamps in the main conference room were replaced with lower wattage T5 fluorescent lamps
- All halogen lamps of lift landing lights were replaced by lower wattage LED

Heating and hot water controls and heating times

- Reduced heating temperature by 2 degree Celsius (lowered the point to which the boilers heat the system)
- Lowered heating set point by 2 degree Celsius (the point at which the system calls for heating)
- Shortened daily heating time by 2 hours (heating comes on later and goes off earlier)
- Optimised boiler combustion efficiencies
- Reduced hot water system temperature by 2 degree Celsius (per water safety assessment)
- Maintained insulation on plant room valves & fittings

Electricity

- Retained renewable electricity tariffs for all buildings

Waste recycling

- Removed desk bins, introduced central recycling bins including food waste (switching to a zero waste and recycling contractor soon)
- Tracked waste and recycling output and set reduction targets
- Ran a recycling and waste awareness stall following implementation of new recycling scheme

CO2 Reduction Achieved in 2010:

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

- Office: 2912 metric tonnes*

- Travel: 4123 metric tonnes* ^

2009 Estimated Total (office + travel): 7035 metric tonnes of CO2#

* The figures of 2859 and 4041 for office and travel, respectively, we reported for 2009 in our last year's GRI report had been revised downward to 1859 and 2264 (corrections for misplacements of decimals in reported figures for office energy use of our Dutch section and business travel of our Norwegian section).

[^] 5123 when including the ~1000 metric tonnes of CO2 due to flights of the 500+ attendees, staff and volunteers of the bi-annual International Council Meeting in 2009.

[#] 8035 when including the International Council Meeting in 2009.

Since the International Council Meeting is bi-annual and it was not held in 2010 the estimated carbon reductions between 2009 and 2010 are based on 2009 figures without the CO2 emissions of air travel associated with the 2009 International Council Meeting:

- **Office: 0%** (no reduction, 2912 metric tonnes in 2009 vs. 2922 metric tonnes in 2010)
- **Travel: 13% reduction** (excluding the 2009 International Council Meeting, 4123 metric tonnes in 2009 vs. 3568 metric tonnes in 2010)
- Estimated Reduction Total (office + travel) between 2009 and 2010: 8% reduction** (7035 metric tonnes in 2009 vs. 6490 metric tonnes in 2010)

Thus we estimated an 8% reduction of CO2 emissions across the movement, largely due to cutting down on air travel. And we need to do more on CO2 emissions related to our offices.

Next Steps:

We, as a movement, are currently designing a global sustainability program of work. We are aiming to (1) gain an accredited carbon reduction, energy efficiency award; (2) demonstrate commitment to efficiencies, reductions and awareness with new annual goals; and (3) build staff awareness and involvement in sustainability issues.

So far we have drafted documents to support the next step of taking this forward for all entities of the movement:

- A statement of intent for the Secretary General to sign. Intended as a public document outlining the International Secretariat's and Amnesty's as a whole, awareness of issues regarding sustainability, what we're doing to address these now and intentions for the future.
- Policies and procedures or guidance on: energy, waste, travel, carbon foot printing, staff awareness and inclusion, including stating reduction targets and ways to achieve them, and intentions to publicize such policies and report on reductions achieved.
- An 'Operational Sustainability Action Plan' tool to help all entities to identify areas with environmental impact, including buildings, official travel and other venue use.
- A list of 'quick wins' for all entities to reduce energy use and CO2 emissions - estimate of cost levels (low, medium, high)

In 2012, we will focus on:

- Develop, agree and implement sustainability policies with targets and measures
- Issue public statement of intent outlining environmental sustainability goals, priorities, organizational awareness
- Raise staff awareness of environmental issues and get staff involved

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

In 2010 we had a global workforce of 2033 staff with the following compositions:

- Type: 75% full-time (35 hours or more a week), 25% part-time (less than 35 hours a week)
- Contract: 80% permanent, 20% fixed-term contract
- Region: Africa (Sub-Saharan & Southern) 4%, Americas 14%, Asia-Pacific and South Asia 10%, Europe and Central Asia 71%, and Middle East and North Africa 2%.
- Collective bargaining coverage: 70%

Furthermore, 7811 volunteers/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. We did not collect volunteer/intern composition information (full-time vs. part-time, length of service) last year as we focused on staff composition first. We will collect volunteer/intern composition information in 2012 for our next GRI report.

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

88% of entities reported having staff development initiatives including job-related training (55%). We currently do not collect training hours globally and plan to start doing so in 2012 for our next GRI report.

At our largest operation, the International Secretariat, a staff member on average received about 28 hours of training in 2010. The International Secretariat 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 budget to reflect the priority we place on staff development and organizational learning.

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

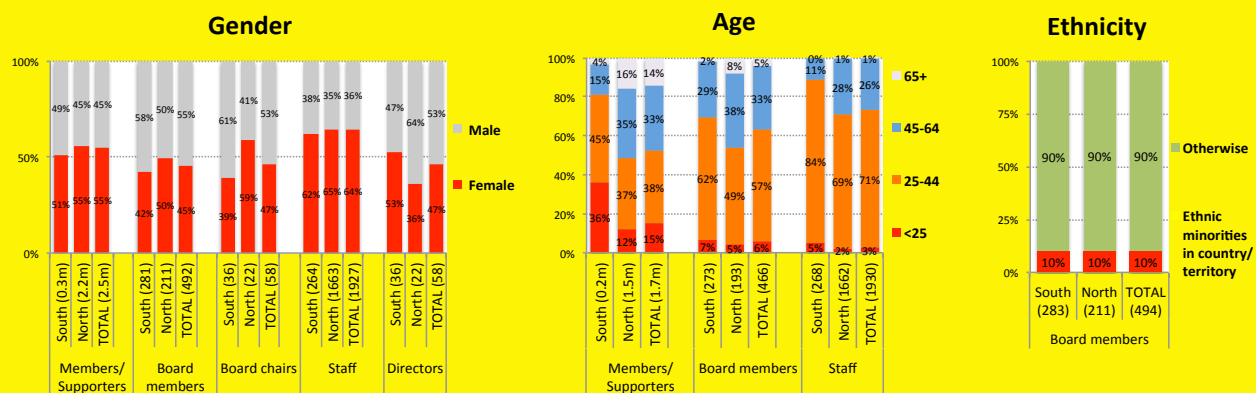
46% of our staff received performance and career development reviews in 2010.

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 250-300 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 9 members: 4 females and 5 males from 9 countries (Australia, Belgium, Mexico, Netherlands, Norway, Paraguay, Poland, South Korea, Turkey).

Below are the gender, age and ethnic diversity breakdowns of our members and supporters, boards and staff as of end of 2010 (see 2.5 above for our definitions of the Global South and North).



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.

We understand 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. We see impact assessment as an on-going process, which can be done in real time in order to assist decision-making processes at

all levels. It is important that an assessment is done even before a project starts – the planning phase. When planning a campaign or project, it is key to outline a change model, which can be shared and improved as a result of consultations with key stakeholders. During implementation stages or at the end of the campaign or project, the change model is useful as a benchmark for learning purposes as it allows a comparison between the original assumptions and what actually happened. Change models are not constant and therefore they need to be adapted in light of lessons learned through evaluations.

Equally, we see the process of assessing impact as being concerned not just with outcomes and results but also with the process getting to these outcomes/results – i.e. not just focusing on the “what” has changed but also on how change was brought about. We know by experience that all those involved in the evaluation process can acquire new skills, knowledge and perspectives. This is true for all stakeholders involved and the more participatory assessments can be; the more meaningful and relevant will be the emerging results. In assessing the impact of our work, we look at what sort of contribution we have made or can make to a certain situation rather than solely looking at whether the change can be attributed to us.

The establishment of the Learning and Impact Unit (LIU) is one of the significant steps taken to institutionalize impact assessment within the organization. The Unit develops policy, procedures, guidelines and tools for monitoring, evaluation, impact assessment and learning. It also supports 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 key in ensuring that more and more projects are engaging in a planned way with stakeholders at every stage of the project cycle. Increasingly, projects are building local contacts with grassroots organizations, communities or representatives of individuals / groups and interacting with them in a participatory manner. However we still have work to do to ensure that all projects are systematically planned, implemented and evaluated in a participatory manner.

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. However, we do look at the scope, nature and effectiveness of all its operations. We will be developing an impact assessment toolkit, which outlines our principles and methodologies to measure and improve the impact of our work. This guide will outline how to think about impact from the very start of a project by detailing the planning steps to a project or intervention. This will include the 4-step planning methodology where a situation analysis needs to be carried out, followed by the development of a theory of change; leading on to the definition of objectives and outcomes and finishing with the setting up of a monitoring framework. Progress is then measured against indicators with an emphasis on learning and adjusting projects while they are being implemented. The guide will also outline the 7-steps to evaluation which include the initial preparations, the evaluation methodology, carrying out the evaluation, analysing and interpreting the data, preparing and sharing the report, a management response, and embedding and sharing the learning. A key component in the selection and development of the evaluation methodology is the choice of sample stakeholders to interview and gather data from. We encourage projects to clarify their sample frame, decide on the appropriate sample size and select a sampling method whether random or non-random. The methods used are basic social research methods adapted to our work.

One area of work where we need to improve on is regarding the planning and implementation of exit strategies. We have started to think about these in advance of a campaign or project coming to an end; and in fact it is an aspect that project plans now have to detail before the project even starts. It is envisaged that these exit strategies will be discussed with partners and stakeholders to gain clarity on why, how and when interventions will come to an end. However this area of work, as well as how to bring back into the organization the learning and feedback from stakeholders are on-going concerns that we are continually seeking to improve.

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

6% of staff had been trained on anti-corruption policies and procedures in 2010. And we are not aware of any cases of corruption by staff or board members.

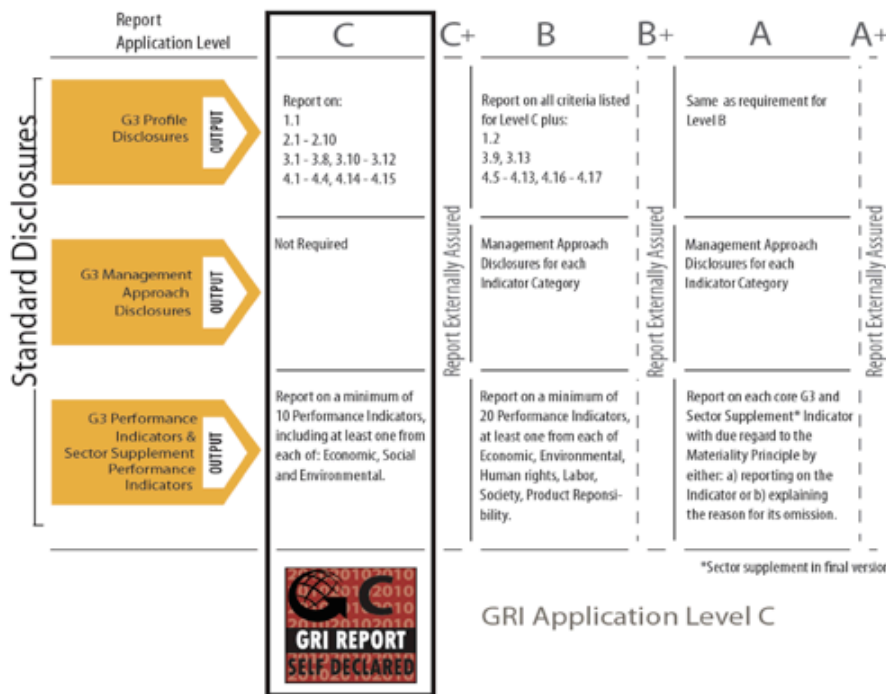
Indicator 18: (PR6) Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.

Our global fundraising strategy, which commits our entities to strive for the highest standards of accountability and transparency in our funding arrangements, was first developed in 2009 for the 2-year period 2010-2011. In

2011 we developed the second global strategy covering the rest of the Integrated Strategic Plan from 2012 through 2015. While designing our second global fundraising strategy we also decided to review our global fundraising policies and procedures and this is a priority for 2012. New policies will 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 new global fundraising policies again in 2013 and conduct a more detailed evaluation at the end of the plan period in 2015.

Our current 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



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

Name: George Macfarlane
 Position: Senior Director, Organizational Services
 Date: 31 Jan 2012

Copyright and Trademark Notice

This document is copyright-protected by Stitching Global Reporting Initiative (GRI). The reproduction and distribution of this document for information is permitted without prior permission from GRI. However, neither this document nor any extract from it may be reproduced, stored, translated, or transferred in any form or by any means (electronic, mechanical, photocopied, recorded, or otherwise) for any other purpose without prior written permission from GRI.