



Amnesty International 2014 Accountability Report to the INGO Accountability Charter

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INTERNATIONAL**



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1 Strategic Commitment to Accountability

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

This report is written in what are exciting times for Amnesty International. The biggest organizational change in our history is now well under way - with four new Regional Offices opening in 2013 a more globally distributed, regionally-rooted yet interconnected Amnesty International movement is coming into effect.

In 2013, we also celebrated some positive changes for human rights. These moments of change remind us of how improving our accountability is inextricably linked with our capacity to create human rights impact:

- The adoption of an Arms Trade Treaty demonstrated what can be done when we align our resources to achieve a common goal and commit to long-term change - in this case dedicating over 20 years of determined advocacy and campaigning.
- Our commitment to bring together people from all walks of life to stand for human rights remained at the heart of our work. Our Write for Rights 2013 letter writing marathon which saw 2.3 million actions taken by hundreds of thousands of people in 143 countries, contributed to the release of activists including Vladimir Akimenkov arrested in Russia in 2012.
- Countless examples showed the value of working hand-in-hand with the people whose rights we seek to defend. This includes with the Coastei Roma community in Romania who secured a significant victory in December 2013, when courts ruled illegal the local government decision to evict the community three years ago.
- Collaborating with others, such as media, was also an integral part of achieving change. In advocating for the rights of migrant workers in the context of the Qatar World Cup preparations, our early strategic engagement with key NGOs, media organisations and construction companies inside and outside Qatar was instrumental in exposing abuses, shifting attitudes, and securing initial reforms.

Our new operating model should make us more relevant, effective and accountable to the people we work for and with. Promising developments can already be seen in work being rolled out by new Regional Offices in Africa and East Asia where our teams report reacting quickly to human rights violations in closer collaboration with partners and rights holders. An interim review of these organizational changes will be conducted in late 2014, using a baseline conducted in 2013.

Our new organizational structure brings a more complex web of accountability relations – with the introduction of matrix management for instance – and presents us with the challenge of ensuring consistent accountability standards across locations. Important steps taken in 2013 include:

- Core Standards were agreed and are being rolled out, aiming to ensure consistent quality in management, governance, finance and human resources.
- Improved internal financial accountability through our continuing roll-out of a common chart of accounts and reporting mechanism.
- Regional Advisory Groups, are being established to advise and assess the delivery of work at the regional level.
- A renewed project management framework developed in 2013 for the International Secretariat to clarify key standards in our project work.

Looking to the future, two new initiatives will also deepen how accountability is understood and lived right from our core:

- Our new global strategy for 2016-2019 is currently being developed and outcome-oriented goals will enable us to better monitor if we are living up to our promises and ensure alignment of our resources behind transparent and clear priorities.
- In 2013, we embarked on a review of our governance, with strengthening accountability as one of the four themes of the initial consultation. Democratic decision making are at the heart of our accountability and the intended reforms will focus on improving the participation and effectiveness of our model.

As we celebrate 40 years of our Urgent Action mechanism which has had direct impact on the lives of so many courageous individuals around the globe, and as we get ready to publish a new form of public report focusing on our impact in 2012-2013, we continue to firmly believe that evolving the ways we hold ourselves accountable will be key to the impact we can achieve.

2 Organizational Profile

2.1 Name of the organization

Amnesty International

2.2 Primary activities

Amnesty International's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. In pursuit of this vision, Amnesty International undertakes research, advocacy campaigns and human rights education activities focused on preventing and ending grave abuses of these rights and on empowering people whose rights are challenged.

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, activists and communities use them to mobilize public pressure on governments and others to stop the abuses. In its work, Amnesty International aims to empower people to defend their human rights and strengthen the human rights movement, supporting individuals, communities and institutions to respect, promote and defend 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>).

2.3 Operational structure of the organization

The Amnesty International global movement comprises national entities (sections, structures, national offices) and the International Secretariat. The International Secretariat is structured in a distributed model, with global offices in London (the largest office), Geneva, New York and Regional Offices in strategic locations (currently Dakar, Nairobi, Johannesburg and Hong Kong with more to come). Location details are included in 2.4, 2.5 and the governance structure in 4.1.

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

- i. Global Operations (Regional Offices)
- ii. Movement Building (national entities and membership development)
- iii. Campaigns and Communications (global campaigns, media, publishing)
- iv. International Law and Policy (policy formulation and analysis)
- v. Research (country and global thematic research and campaigning)
- vi. Organizational Services (finance, IT, facilities, legal)
- vii. Organizational Development and Human Resources

2.4 Location of organization's headquarters

As described in 2.3, the International Secretariat follows a distributed model. The registered headquarters is in London, and is located at 1 Easton Street, London WC1X 0DW, UK. Regional Offices are currently located in Hong Kong, Dakar, Nairobi and Johannesburg, with more set to open.

2.5 Number of countries where the organization operates

As of December 2013 Amnesty International had offices in the following countries/territories:

Global South (33 countries/territories): Algeria, Argentina, Benin, Brazil, Burkina Faso, Chile, Cote D'Ivoire, Ghana, India, Kenya, Lebanon, Malaysia, Mali, Mexico, Moldova, Mongolia, Morocco, Nepal, Paraguay, Peru, Philippines, Russia, Senegal, Sierra Leone, South Africa, Thailand, Togo, Tunisia, Turkey, Ukraine, Uruguay, Venezuela, Zimbabwe

Global North (35 countries): Australia, Austria, Belgium, Bermuda, Canada, Czech Republic, Denmark, Faroe Islands, Finland, France, Germany, Greece, Hong Kong, Hungary, Iceland, Ireland, Israel, Italy, Japan, Luxembourg, Netherlands, New Zealand, Norway, Poland, Portugal, Puerto Rico, Slovak Republic, Slovenia, South Korea, Spain, Sweden, Switzerland, Taiwan, UK, USA.

The classification of Global South and Global North is based on a review undertaken in 2012, as described in last year's report.

2.6 Nature of ownership and legal form

Amnesty International is a global movement based on voluntary membership and composed of independent legal entities (sections and structures, national offices) and the International Secretariat.

The work carried out through the International Secretariat is delivered through two legal entities, in compliance with United Kingdom law. These are Amnesty International Limited and Amnesty International Charity Limited.

Amnesty International Limited undertakes charitable activities on behalf of Amnesty International Charity Limited, a registered charity (UK Charity Registration Number: 294230). For charity statuses

of national entities, contact information can be found at <http://www.amnesty.org/en/who-we-are/amnesty-international-in-your-country>.

2.7 Target audience

Amnesty International is a global movement of people who campaign for internationally recognized human rights to be respected and protected for everyone. We aim to prevent and end grave abuses of human rights and to demand justice for those whose rights have been violated. We believe human rights abuses anywhere are the concern of people everywhere, and work to create change in people's lives through research, campaigning, international solidarity and human rights education as described in 2.2. For details on geographies we cover, see section 2.8.

2.8 Scale of the reporting organization

As at December 2013, Amnesty International had over 7 million members, supporters and activists. Of this, approximately 40% are from the Global South, compared to 30% the previous year, reflecting increases by new national offices in the global south (AI India, for instance, grew from 1.05 million to 2.2 million in the period). We had a total of 2,382 staff and 4,936 interns/volunteers (see LA1).

40% of members, supporters and activists are women, compared to 54% the previous year. The variation is largely due to AI India, which currently has a 95% male support base. During 2013, more than 5 million activists around the world took part in actions (such as letter writing, signing petitions, demonstrations, lobbying, blogging, street theatre and road shows) sponsored by Amnesty International.

Amnesty International's 2013 global income was €244.5m (2012: €238.6m) and global expenditure was €234.6m (2012: €242.7m). Amnesty International's net assets at the end of 2013 were worth €146.0m (2012: €145.1m), of which €96.3m was held as cash (2012: €98.3m). These consolidated figures include financial data for 68 Amnesty International entities.

In 2013, Amnesty International organized 228 research missions (5,785 person-days) to investigate and document human rights abuses covering 90 countries/territories. Numbers of research missions and country coverage fluctuate from year to year depending on internal resourcing capacity and on external developments in the human rights situation and opportunities for impact. As our Regional Offices become operational and developing work for and from within the different regions, we will be able to report on changes to our research approach including engagement with partners.

Research Missions	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2011 (202)	31	49	29	23	70
2012 (226)	31	58	48	25	64
2013 (228)	41	55	31	30	71

Research Mission days	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2011 (5,974)	1,217	878	1,089	686	2,104
2012 (5,519)	982	896	1,277	559	1,805
2013 (5,785)	1,170	1,045	1,064	574	1,932

Countries / territories covered	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2011 (89)	9	27	13	12	28
2012 (92)	12	26	17	14	23
2013 (90)	13	24	14	17	22

Please note some countries (for example, 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 (for example Syria); and, for some countries our research methodologies mean it is 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 140 reports (10 pages or longer) and 131 shorter documents (country updates, campaign digests, case sheets and leaflets) documenting human rights violations in 103 countries/territories in 2013.

Reports	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2011 (150)	27	36	24	29	34
2012 (164)	25	46	22	34	37
2013 (140)	25	39	29	16	31

Other documents (such as campaign briefs)	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2011 (336)	96	57	66	59	58
2012 (367)	69	74	83	66	75
2013 (131)*	30	24	25	23	29

*the decrease compared to the previous year is mainly due to a change in the types of outputs that are recorded as 'other documents'. For instance, some media outputs are not recorded in this category this year

Countries / territories covered	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2011 (114)	16	29	23	19	27
2012 (122)	16	35	23	21	27
2013 (103)	16	29	20	15	23

Urgent actions are a longstanding means by which Amnesty International calls for activist action. They are issued when a person or a community is in imminent danger of human rights abuse and create

public pressure on the authorities responsible through letter writing, fax or SMS action. In 2013, Amnesty International issued 609 urgent actions and related updates.

Urgent actions and related updates	Middle East and North Africa	Europe and Central Asia	Asia-Pacific and South Asia	Americas	Africa (Sub-Saharan and Southern)
2011 (729)	281	89	110	189	60
2012 (679)	232	79	98	185	85
2013 (609)	220	78	90	170	51

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

Amnesty International continued the transition to a distributed International Secretariat in 2013, with Regional Offices opened in Dakar, Johannesburg, Nairobi and Hong Kong. This was the first wave of Regional Offices and preparations continued for opening the next wave of Regional Offices in 2014 (in Central America and South East Asia). See SO1 for further information related to Regional Offices.

2.10 Awards received in the reporting period

None.

3 Report Parameters

3.1 Reporting period for information provided

Calendar year of 2013.

3.2 Date of most recent previous report

Submitted October 2013, covering the calendar year of 2012.

3.3 Reporting cycle

Annual

3.4 Contact point for questions regarding the report or its contents

Clare Doube, Director of Strategy and Evaluation

3.5 Process for defining report content and using reporting process

Amnesty International's submission to the Charter is based on analysis and inputs from International Secretariat staff who have oversight over different areas of accountability. These members of staff – internally referred to as 'INGO Charter indicator owners' – assess our performance, reflecting on the Independent Review Panel's (IRP) feedback, movement data (see 3.8) and their own expertise.

The draft report is disseminated for comment to relevant internal stakeholders and key weaknesses identified are raised with Senior Management for action. The final report and IRP feedback is shared with the entire movement and distributed on Amnesty International websites.

With a view to further embedding the Charter into our quality assurance and organizational development processes, a set of improvements were made to the 2013 reporting process:

- a) In 2013, all INGO Charter standards were fully incorporated into internal accountability mechanisms, primarily the Standard Action Reports which is the main reporting tool completed by all Amnesty International national entities (see also 3.8). Movement wide results were discussed during webinars to increase awareness of our performance against different accountability standards and to create ownership over solutions for improvement at the national level. Particular emphasis was placed on issues of gender, diversity and participation which had also been highlighted in the Panel's feedback.
- b) We brought forward the reflective process to April/May 2014 (compared to August-September in previous years) to ensure that assessments made for our 2013 performance would inform 2014-2015 planning. The group responsible for preparing the report (staff from Finance, Governance, Campaigns, Law and Policy, Growth and Research) was brought together in February 2013 to discuss feedback received from the Panel and steps to improve the report preparation. The new Charter reporting parameters and guiding questions helped stimulate thinking about Amnesty International's accountability performance and were adapted when necessary to help Amnesty International's reflective process.

This allowed us to use key feedback about our accountability performance (from the Panel's feedback, movement wide reporting and reflection) to inform decision-making in a timely manner. For example, a revised project management framework and methodology developed by a cross-function working group in late 2013 incorporated standards and tools for rights holder participation and gender and diversity mainstreaming at all stages of a project (see NGO1 and NGO4 for more information). Additionally, lessons learned and recommendations were channeled into Phase 1 of the consultation for Amnesty International's next global strategy. A separate meeting with management is scheduled to operationalize specific decisions to improve accountability in the current operational plan.

These are positive steps but we are aiming to do more, especially at the level of mainstreaming accountability standards across the movement. Currently we have some good examples (for example, every year AI Spain creates a comparative report between movement wide performance and AI Spain performance against Charter standards) but special effort will be needed to enhance accountability systems at the regional levels as a distributed model of Amnesty International is becoming reality.

3.6 Boundary of the report with regard to regions and operations

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

3.7 Material content limitations of the report

None

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

Each year, every Amnesty International entity submits a Standard Action Report (SAR) containing information on their activities, campaigns, growth and accountability measures for the past year. The SAR data is collated and analyzed to support global planning and measurement of the movement's performance against stated plans. The Strategy and Evaluation Unit of the International Secretariat administers the SAR, and analyses and communicates results against performance measures. The SARs are one of the main sources of information for this annual report to the INGO Accountability Charter. This year's report is based on data from 66 SARs (up from 59 in 2010) which accounts for over 90% percent of the movement's entities.

With respect to financial information, all legal entities of Amnesty International are expected to adhere to local generally accepted accounting principles in preparing their own statutory financial reports. For consolidation purposes, most Amnesty International's entities report quarterly financial results under a common chart of accounts and reporting mechanism, which is compliant with IFRS principles.

Those that have not yet implemented this mechanism report their annual results based on their local chart of accounts. These reports must adhere to Amnesty International's global accounting policies, which are also based on IFRS principles. Due to time constraints, it is not possible to confirm that these reports are fully compatible with IFRS, but due to the size of the entities involved, it is judged that this will not have a material impact on the financial data laid out in this report. Amnesty International continues to roll out its common reporting mechanism, with the aim of having all entities reporting in this manner in 2016.

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

None

3.12 Reference Table

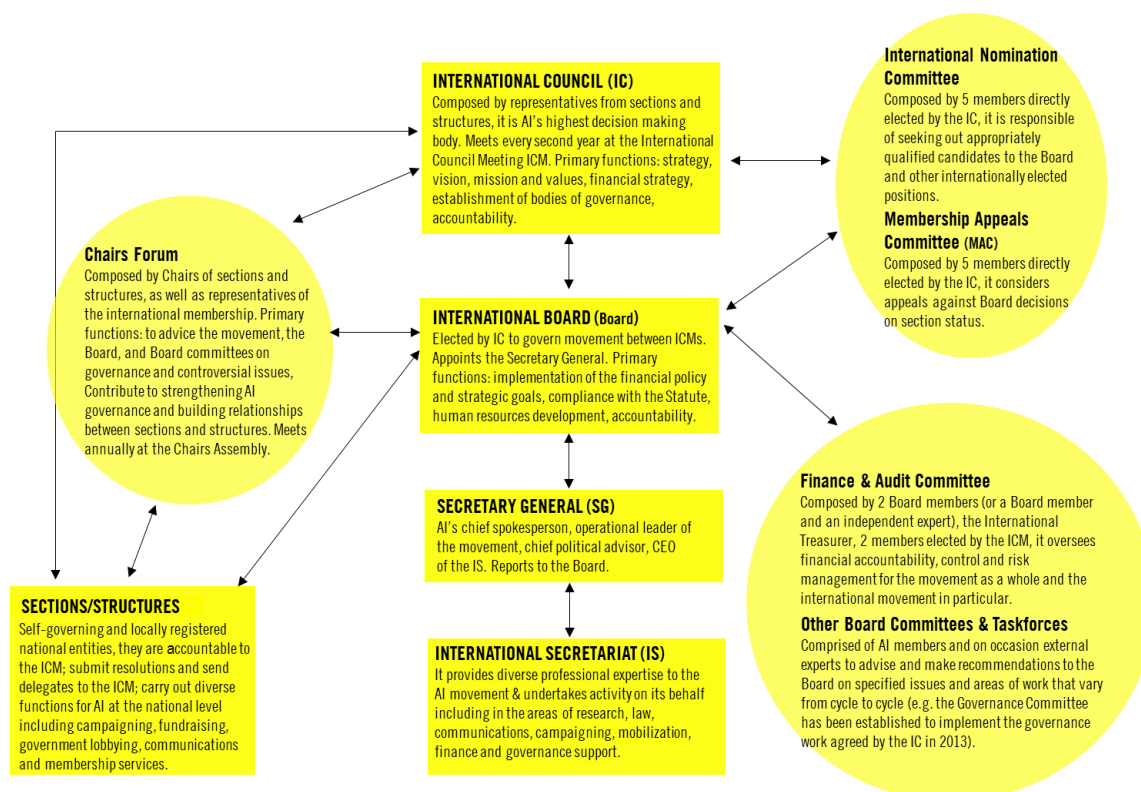
Reporting against all GRI components is covered in this document.

4 Governance, Structure and Key Stakeholders

4.1 Governance structure and decision making process at governance level

Amnesty International is a movement based on global voluntary membership; it consists of self-governing and locally registered national entities, international networks, affiliated groups and international members united by a central structure and by shared core values, vision and mission. The following graph represents Amnesty International's main governance bodies and management structures, their functions and level of authority at national and international level. More information can be found in the Amnesty International Statute (see 2.3). A Global Management Team is also in place with representatives from national entities (sections and structures) to provide advice to the Secretary General and assist with cohesion and coordination at a management level across the movement.

The effectiveness of Amnesty International global governance bodies is dependent on the effectiveness of national governance bodies. The implementation of Core Standards which is currently being rolled out aims to ensure quality governance at national level encouraging sections and structures to identify areas in need of improvement and act on them. The first round of self-assessments is currently undertaken at the national level and we are commencing on the design of an external verification mechanism to complement the self-assessments.



Amnesty International's decision-making process is based on the democratic principle. Voting rights are weighted to reflect the number of members in that country or from the international membership. Members of sections and structures or the International Board can propose changes in policies,

procedures and vision and mission through resolutions to the International Council Meeting where they are discussed and voted on.

This exercise of democracy – which is crucial to the movement's accountability and transparency – can be in tension with effectiveness as it can sometimes lead to slow and inflexible decision-making. In 2013, the International Council tasked the International Board to review and develop proposals for reform to the current decision-making process and accountability framework to ensure it is fit for purpose.

Amnesty International has a global International Risk Assessment and Action Plan which identifies the major potential risks, explores their potential impacts and actions to manage them. Risk management is a compliance requirement of the Core Standards adopted in 2013 by the International Council. The International Board receives a dashboard report at each meeting, which includes the top 5 risks and there are plans to further formalize the International Board's role and oversight of the risk register.

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

The Chair of the International Council is non-executive and appointed by the previous International Council Meeting. Members of the International Board are non-executive and elected at International Council Meetings. Amnesty International's day-to-day affairs and implementation of International Council decisions are conducted by the International Secretariat headed by a Secretary General under the direction of the International Board. The International Board appoints, supervises and evaluates the Secretary General. The relationship between them is regulated by a protocol that defines the principles for the relationship, roles, responsibilities and relations, and how to solve potential disputes.

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

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

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

Members and staff can email the International Board at internationalboard@amnesty.org. Employees have also had opportunities to meet with members of the International Board around the time of Board meetings at the International Secretariat. Chairs of national entities have been able to speak with the International Board through conference calls organized throughout 2013, and Chairs and Directors at a meeting in February 2013 and the International Council Meeting in August 2013.

The majority of members' recommendations are channeled through their national section/structure's representatives to the International Council Meetings. Key topics discussed at the International Council Meeting in 2013 focused on human rights, finance accountability, democratic participation, Core Standards, governance reform and strategic goals development.

The movement also routinely consults members and staff on key policies and strategies between International Council Meetings using a wide range of channels, from formal written submissions to face-to-face forums (see also NGO5).

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

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

The International Board has a Remuneration Committee that is accountable to the International Board. In 2013 the four-person Remuneration Committee has:

- Ensured that the Remuneration and Reward Frameworks for staff are fit for purpose; monitored salary increase information within the sector and other relevant comparators, and monitored salary levels for the Secretary General and Senior Leadership Team.
- Reported on the information required annually by the International Council on transparency of compensation and provided input into International Board discussions on the contract renewal review for the Secretary General.
- Received an update on the Secretary General's annual appraisal and monitored the performance of the Senior Leadership Team. The committee has also monitored the agreed mechanisms for exceptional arrangements, including exit payments for Senior Management and compromise agreements with other staff.

High-level information on senior management remuneration is included in annual statutory accounts of Amnesty International Limited.

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

The conflict of interest and conflicts of duty policy applies to all decision-makers within Amnesty International, including the International Board. Every decision-maker should avoid being in a situation where there is a conflict of interest or duty, and withdraw completely from the decision-making process if he or she has an actual conflict or might reasonably be perceived as having a conflict. The policy framework presents definitions and standards for what constitutes conflicts of interest, and sets out procedures or 'rules', such as documentation of incidents. The avoidance of any conflict of interest is a compliance requirement of the Core Standards adopted at the 2013 International Council Meeting. The International Board has procedures in place to implement the conflict of interest and conflicts of duty policy. This policy has been in force for ten years and is part of leadership induction programmes. If there are credible allegations that the policy has been violated, this triggers a set of procedures to investigate and take action.

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

The biennial International Council Meeting elects the members of the International Board to office. The International Board members' four-year terms are staggered, with half the roles up for re-election at each International Council Meeting. Each member is eligible for re-election for a maximum of two consecutive terms. The International Board meets at least two times a year (in practice four times a year) and is accountable to the International Council.

In 2013, the International Nominations Committee reviewed the Competency Assessment Framework for the International Board used to help people make informed choices in choosing an International Board with a suitable mix of skills, experience, abilities and backgrounds.

In 2013, the International Board completed a governance workshop, evaluated its meetings, and undertook an annual evaluation of its own performance. It also assessed its skills and on the basis of the results, co-opted a member with skills in fundraising, marketing, branding and communications. Monitoring the effectiveness of the Board's performance and adopting processes that ensure that relevant skills, experience and diversities are represented in the Board are compliance requirements for the Core Standards adopted by the International Council in 2013.

The Governance Programme at the International Secretariat has been supporting the International Board to develop its skills, to ensure a greater clarity between governance and management, and to improve internal accountability.

In March 2013 a member of the International Board resigned following allegations of sexual harassment. Although this situation was not directly linked to his involvement with Amnesty International, the Board member recognised the possible implications for the organisation and immediately resigned from his role on the International Board.

4.14 Stakeholder groups of the organization

Amnesty International's key stakeholders are individuals at risk and their families, human rights defenders, non-governmental and community organizations and coalitions, members and supporters, activists and volunteers, boards and staff. For more information about how we relate with partners, communities and individuals in our common struggle for human rights see NGO1 and NGO6.

Amnesty International's stakeholders include also the governments, intergovernmental organizations and non-state actors (corporations, armed groups, media organizations) that we seek to influence through our campaigns and advocacy work. For more information on how we decide what to advocate on and who to target see NGO5. Other stakeholders include our financial supporters.

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

Individuals at risk, human rights defenders and 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 research country teams of the International Secretariat, or by our national entities staff.

Country-level partners are identified and supported by the country and strategic partnerships teams. Criteria for relationships are based on our shared priorities and agreed plans for joint work that is mutually reinforcing and of added value to partners and human rights goals we share (see also NGO6).

We target key governments and intergovernmental bodies to pressure 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.

Performance Indicators

I. Programme Effectiveness

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

A wide range of relationships continued to be managed across the movement with the people whose rights we seek to advance – human rights defenders, affected rights-holders, members of local partner organizations. The manner of engagement varies dependent on the context and scale of the work, and takes place through regular online and offline meetings, project planning and project review discussions and - in the context of research - interviews.

The IS internal learning review of human rights project work over 2012-2013 (see NGO3) demonstrated that the sustainability, effectiveness and quality of our work has significantly increased over the last two years through a renewed emphasis on investing in networks, partnerships and work with rights holders. Positive progress has been noted towards a more participatory culture where Amnesty International staff actively involve affected communities and individuals at all levels of work (research, campaigning, advocacy, human rights education) and at all stages of project development, with examples of good practice in all regions.

For example, work on economic, social and cultural rights in Africa – particularly on the rights of people living in slums and informal settlements – has been highlighted as enabling more active participation and innovative approaches to engaging with rights holders. This has resulted both in rights holders becoming more empowered to claim their rights and in Amnesty International's campaigns and messages becoming more effective. For example, Amnesty International supported slums residents to set up their own rapid response network to respond to forced evictions – which involved slum residents from over 10 slum settlements in Nairobi. In May 2013 - partly in response to the activism of the network – the Nairobi Governor sent an official to visit the slum settlement, and committed to follow-up on the resettlement of the evicted community of City Carton. As another example, human rights education in a community in Ghana has contributed to changes in attitudes there towards women. Women are now seen participating in community meetings and there have also been cases where women have gained access to land and where women were not subjected to forced marriages. Community ownership and mobilization have been key to achieving these outcomes.

In addition to increased levels of collaboration with affected stakeholders in campaigning, advocacy and community empowerment, progress is also noted in involving stakeholders at the initiation/scoping phase of projects. In projects in Central and South America, South East Asia, Europe and Central Asia, decisions have been made jointly with partners about the direction of Amnesty International work, including decisions about what will be researched and documented and what entry points will be used for creating sustainable change. For example, in Romania, following initial successes in securing justice for forced evictions of Roma communities, a workshop was held with community members of the Cluj-Napoca community to make joint decisions on the next steps of project development.

These positive developments come as a direct result of Amnesty International's organizational commitment to empowering rights holders and working more closely with affected stakeholders. This commitment is strongly in current guiding strategies (for example the Integrated Strategic Plan, the Growth Strategy and the Road Map to Transition) and has been operationalized in Amnesty International tailored models and tools for developing participatory human rights programmes and capacity building for staff. This includes integration of participatory methodologies for research and campaigning in Amnesty International's core research methodology and strategic campaigning courses and development of participatory human rights education projects and tools. Performance in this area has been actively monitored through our global reporting (see 3.8) and our Key Performance Indicators.

In 2013, involvement of rights holders and partners was included as a key quality standard at all stages of projects – including situation analysis, planning, implementation and monitoring and evaluation (M&E) - in the revitalized International Secretariat project management framework and is monitored every six months. Project teams are required to report on the quality of stakeholder involvement (informed, consulted, not involved, decisions made jointly) at the different stages of the project. We will be able to share the results of this approach in next year's report.

78% of Amnesty International national entities also report involving rights holders at some stage of a campaign planning, implementation and evaluation cycle. However, as the table shows, of these entities, 21% involved rights holders only in the implementation stage, and so more effort is needed:

Affected Stakeholder Engagement	% of entities
1: We never engage with rights holders	2%
2: We only involve rights holders in the implementation of our campaigning and activism	21%
3: When planning our campaigning and activism, we consult with relevant rights holders	40%
4: In addition to participation in the implementation of campaigning and activism, rights holders also actively participate in either planning, or evaluation of our campaigning and activism	19%
5: Rights holders participate in the whole cycle of planning, implementation and evaluation of our campaigning and activism	17%

As the organization is incrementally but steadily increasing its capability and experience in working closely with affected stakeholders, we are also increasingly facing the challenge of balancing the imperative for maximum relevance and sustainability of our work – as human rights campaigns stand more chance to yield results when led from the directly affected populations – with the necessity to be able to guarantee security for everyone involved in our work. Due to the nature of human rights work in many countries, collaboration with Amnesty International can pose risks or increase already existing ones for many of our partners. We assign the utmost importance to these risks and have in place security protocols and regular risk assessment monitoring processes. We also regularly make calls –

together with our partners in each country - on when to work publicly or privately with them. For example, Amnesty International worked carefully and through soft approaches to help build the Greater Caribbean for Life network – publishing research, linking activists together, doing advocacy missions to the region – all culminating in the successful launch of a local network in a region that had, three years ago, very little specific abolitionist activity.

In the new Regional Offices – opened in October 2013 – these practices are being further tested and developed. Early results from our project review processes indicate increased communications and involvement for rights holders. For example, strong work with stakeholders on the ground in DRC contributed to the formation of a new Human Rights Defenders protection network. We are also documenting increased need to assess risks and to manage expectations. For this reason, specific risk registers have been developed and are being monitored for the Regional Offices (see also SO1). In next year's report, we will be able to share further information on the basis of the interim assessment of the global transition to be finalized in early 2015.

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

The International Secretariat has a written feedback and complaints handling policy, standardised in early 2013 when a new set of guidelines was put in place. With reference to our national entities:

- 37% reported they have 'Feedback and complaints handling policy and processes against the entity's policies, practices and projects made by external stakeholders'
- 67% reported they have policies, standards, processes and guidelines for 'Grievance and Formal Concerns'
- 71% reported they have 'Dispute resolution procedures'

The statistics for complaints filed and resolved for the last three years are as follows:

Complaints Filed	2011	(4513)	2012	(1478)	2013	(2867)
I@R and HRDs		3		8		41
Partners		1		5		2
Members/supporters/volunteers		2,785		896		1,993
General public		245		556		797
Staff		12		13		34
Others (no breakdowns)		1,467		0		0
Total		4,513		1,478		2,867

Complaints resolved						
	2011	(4461)	2012	(1425)	2013	(2834)
I@R and HRDs		3		8		41
Partners		1		5		1
Members/supporters/volunteers		2,778		894		1,976
General public		204		505		796
Staff		8		13		20
Others (no breakdowns)		1,467		0		0
Total		4,461		1,425		2,834
	2011	(4513)	2012	(1478)	2013	(2867)
% of Complaints Resolved		99%		96%		99%

*I@R and HRDs: Individuals at Risk and Human Rights Defenders

As the nature of Amnesty International's work is to report on human rights violations and campaign for justice, this includes putting the spotlight on perpetrators, evidencing their culpability and calling for redress. One of Amnesty International's core principles is impartiality, yet when our work on one particular issue is highlighted publicly it can create the impression that we are focussing on one implicated party rather than another. This forms the basis for some of the complaints we receive.

Furthermore, Amnesty International also frequently receives correspondence about our lack of attention to a particular case or issue. We have finite resources and in our planning, implementation and review, make difficult choices around priorities about how to deploy those resources.

To help the International Secretariat operate within our internal Complaints Guidelines, we draw a distinction between communications which fall into the above categories – where we can evidence our sources and the robustness of our analysis, or where we can point to our broader work on a particular issue to demonstrate our impartiality – and complaints and feedback that fundamentally call into question our analysis (such as factual inaccuracies) or our ways of working. If valid it is reviewed, followed by an appropriate response and resolution. As per the policy we endeavour to respond to formal complaints in writing as quickly as possible (preferably within two weeks) and to assess the basis for the complaint within 30 working days.

The amnesty.org website has a [page](#) about how to file complaints and can easily be found if googling 'Amnesty complaints'.

NGO3: System for programme monitoring, evaluation and learning

In 2013 we continued evolving and improving our monitoring, evaluation and learning systems (described in detail in the 2012 report to the Charter) which are structured around:

- A clear conceptual framework - the 'Dimensions of Change'- for understanding and monitoring our impact. The framework applies to the whole movement, supports the analysis and aggregation of our impact in different areas (changes in people's lives, policy, accountability, activism and mobilisation) and guides our planning and M&E processes.
- Bi-annual monitoring and evaluation which include review and reflection activities, capturing lessons learned and aggregation of findings. In 2013, 74% of our entities reported having a monitoring, evaluation and impact system or being in the process of developing one. Most entities use similar processes to the International Secretariat – meetings, reviews, reports and dashboards – to analyse data and make adjustments, usually twice yearly. This information is

available for staff and their board, with some sections reporting also sharing this detail with members and partners or consulting with stakeholders before implementing changes.

- Comprehensive external evaluations of strategic areas of Amnesty International work and a system of developing and monitoring management responses to these evaluations.

At the International Secretariat, this is articulated in a Monitoring & Evaluation Framework developed in 2013 to cover the operational plan period from 2014-15 (See NGO5 for details on OP3, i.e. the Operational Plan 3). The framework focuses on assessing progress of the global transition and OP3 projects and identifies: a) impact indicators, to assess Amnesty International's human rights impact and b) internal process indicators, to assess the effectiveness and efficiency of Amnesty International's work. This builds on the lessons learnt from AI's existing impact assessment framework, and existing reporting mechanisms including the Key Performance Indicators (KPIs). (See last year's report for more information on KPIs, a quarterly monitoring dashboard that captures performance data on key areas).

Acting upon internal reflection and IRP feedback, in 2013 we aimed to better institutionalise learning from/with others and to ensure that lessons learned link into decision making through:

- The new project management framework developed in 2013 and rolled out in 2014 standardises M&E responsibilities for all project stakeholders including calling for collaborative M&E with partners and rights holders. It also seeks to strengthen evidence based decision-making at all levels. As part of our bi-annual review and reflection processes, project managers and sponsors are required to report on the actions/decisions made to improve their work based on M&E practice. We will be able to share results of this approach in next year's report.
- As a step towards increasing our transparency, the International Secretariat is currently preparing its first public report highlighting impact achieved during the 2012-2013 period. Managers and staff were involved in assessing impact and lessons of this period through an internal review. The report will be published in October 2014.
- To further ensure that lessons learned in past years are feeding into the development of our new strategy, a 'meta'-review of all evaluations and reviews between 2010 and 2014 was undertaken to synthesize key learning from the period. Lessons learned – including on how we approach achieving change and how we engage with partners and right holders – are now actively being fed into discussions on our next strategic goals.

A 'Framework for Evaluation in 2014' was developed in 2013, focusing on improving the quality of evidence so we can better answer the fundamental 'impact' question: 'where are we having greater impact and why?' As a result we are collaborating with academics, think tanks and M&E practitioners and testing a range of quasi-experimental and qualitative methodologies, in particular those which help us assess our contribution better. External evaluations in 2014 are focusing on our work on arms trade, Roma rights, crisis in Egypt, freedoms in Russia and corporate accountability in Niger Delta.

Based on past learning and management responses to evaluations of previous campaigns, a new M&E approach was developed for Amnesty International's global campaigns which included collaborative development of impact indicators and tailored monitoring tools being rolled out at regional and national levels to increase the ownership of M&E across the movement's stakeholders.

We also revitalised an impact community of practice where colleagues can mentor each other and share knowledge; conducted training of trainers on 'planning for impact' for staff who support national

entities. In 2014 we will work to align the understanding and monitoring of impact at the national-global levels with conceptual and practical resources for all our national entities.

Last but not least, we have developed tools to monitor the impact of our global transition in a structured and robust way. In 2013, a baseline was developed to capture the speed, relevance, volume and quality of our human rights activities as currently delivered by the International Secretariat. This will allow us to reliably assess the quantitative and qualitative improvements as a result of operating through Regional Offices. For this purpose, a set of indicators and monitoring tools has been developed and an interim assessment of progress will be completed in January 2015.

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

As noted in the 2012 report, Amnesty International aspires to fulfil our commitment to inclusiveness and equality through: (a) integrating gender and diversity goals into our Human Rights programmatic work, and (b) promoting organizational policies and processes that promote equality and inclusiveness.

With reference to (a), we have reflected on the Review Panel's feedback from last year and are providing more details on our mechanisms to integrate gender and diversity into work programs and projects. Part of our human rights programmatic work is focused on issues specifically related to gender and diversity: two of our 12 thematic areas are 'Maternal Health and Sexual & Reproductive Rights' and 'Combatting Discrimination'. Amnesty International also asserted its commitment to work on gender by selecting 'My Body My Rights' – on securing access to sexual and reproductive rights (SRR) for all, in particular women and girls – as one of two global campaigns for 2014-2015.

Amnesty International joined efforts with many other organisations working on women's rights and SRR to push for a progressive outcome from the ICPD+20 review and inclusion of a specific goal on gender equality as well as calling for gender equality and SRR to be among the targets and indicators in the post-2015 development framework. Amnesty International also worked for concrete positive changes regarding maternal health and SRR in several countries including Nepal, South Africa, Burkina Faso, Morocco, Ireland and El Salvador. Another key component of our efforts is building the capacity of young people to know and claim their SRR – we are currently developing a module on human rights education related to SRR and planning an international training of trainers.

Progress was also made on work on combatting discrimination. This thematic area of work covers at least five major areas of work: women's rights; issues related to sexual orientation or gender identity and the rights of lesbian, gay, bisexual, transgender and intersex (LGBTI) people; the rights of Indigenous peoples; Roma rights; and minority rights. Examples of success includes work with people discriminated against because of their ethnicity and Indigenous identity, with progress made in the return of ancestral land to indigenous communities in Paraguay and engagement of governments, particularly in Slovakia, on the issue of education of Roma children. Amnesty International contributed by working with local communities to increase pressure on local and national authorities.

Amnesty International also works to ensure that gender and diversity considerations are incorporated in all human rights work regardless of its thematic focus and at various stages of a project cycle. Our 'Gender Integration Toolkit' – included in our project management guidelines – aims to improve gender analysis and integration by prompting project planners to consider various questions when deciding the focus of a project and planning it. Some questions, for instance, help ensure that focus does not

privilege or overlook specific groups of individuals who – as a result of the impact of gender and other intersecting factors – experience violations of their human rights differently or disproportionately from others. Project plans should also identify how the gender dimension will be integrated at different levels of a project, including project objectives, theory of change, and activities.

In order to further mainstream the consideration of gender in project work, Amnesty International also undertakes training for researchers and campaigners. In 2013, we ran a training on gender mainstreaming in campaigns for staff within the International Secretariat and in national entities, and two trainings on researching sexual violence in conflict and researching human rights violations against women and men in prison respectively. A gender and diversity mainstreaming module was integrated in our strategic campaigning course undertaken by campaigners across the organisation. We are also currently in the process of finalising gender-based research methodology guidelines.

Direct support is also available to projects through the Gender, Sexuality and Identity (GSI) programme – a global team that provides expert advice to the movement on areas of gender, sexual orientation and identity issues. For example, in 2013, and as a result of previous management responses to evaluation systems, GSI and global campaign managers worked to ensure gender dimensions are integrated in the two new global campaigns and in the guidelines that support our individuals at risk work. In the case of the ‘Stop Torture’ campaign, this included gender mainstreaming training for all researchers involved in the campaign. The programme also leads on internal efforts to promote and recognize best practice in gender mainstreaming such as the 2013 ‘Gender Defender Awards’ which celebrated colleagues who were outstanding in integrating a gender analysis in their work.

As mentioned in last year’s report, the International Women Human Rights Network (IWHRN) also continued to provide feedback on gender integration in our operational and human rights work. Around 40 Amnesty International entities from five regions attended the IWHRN’s second meeting in June 2013 and nominated a new regionally balanced and language-diverse Coordinating Committee.

Despite these measures, we also recognise gaps in ensuring that gender and diversity mainstreaming is put in practice across our programmatic work and that progress with implementing the Gender Action Plan and Roadmap to Diversity has been slower than we had initially envisaged. Though standards and tools have been set up, we realize that more has to be done to ensure that these are being followed and implemented across the organisation and that the training yields the desired results. In the next period, we aim to increase the oversight and quality assurance that managers provide for gender and diversity mainstreaming.

We also ask our national entities to report annually on their measures to integrate gender and diversity. Most are making efforts and there are excellent examples that we plan to circulate within the organization. The AI Germany board, for instance, has established a gender and diversity committee to guarantee the monitoring and evaluation of gender and diversity issues.

However, it is a recognized concern that 26% of those reporting do not have any measures or plans in this area, and this is something that we aim to improve. In addition, only 15% have feedback and accountability measures in place to ensure that gender & diversity is integrated in work.

We also promote organizational policies and processes that promote equality and inclusiveness, and monitor the organizational profile with respect to gender and diversity in our staff, board, and supporter base. More information on this is covered in LA13. It is our belief that promoting gender and diversity in the organizational profile will impact on integrating this in our programmatic work as well.

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

Amnesty International takes seriously all human rights violations and abuses, wherever they occur, but it must set priorities in order to use finite resources in the most effective way possible. Therefore, the movement cannot conduct advocacy and campaigns on all human rights issues or respond to all reports of human rights violations that it receives.

Amnesty International conducts its work according to a strategic plan which determines the main areas of work within a period of six years, ensuring resources are allocated to align the movement's people, activism and money behind its strategic priorities. Strategic priorities guide the work of all entities within the Amnesty International movement.

These priorities are developed through transparent and democratic internal processes, with input from Amnesty International's global membership, staff and volunteers, external experts and stakeholders and members of the public. Our strategic plan is agreed by the International Council. The delivery of the six year strategic plan is guided by operational plans which detail the specific activities planned for the given period. In 2013, planning was undertaken for the third operational plan (OP3) of the Integrated Strategic Plan (ISP), covering the period 2014-15. The planning process brought together regional and thematic expertise across the organisation.

Over a nine month period in 2013 we developed the strategies for our two new global campaigns that launched in March and May 2014 (My Body My Rights and Stop Torture, respectively - campaign selection was described in the 2012 INGO accountability charter report). Teams of International Secretariat and national entities staff (covering functions such as legal, policy, campaigns, research, activism, human rights education, communications, media and fundraising) developed the global campaign framework, including core objectives and theories of change. Specific countries of focus were selected in consultation with local partners in country. Country specific strategies for change were then developed in collaboration with these internal and external stakeholders – mapping objectives, levers of influence and paths to change. Criteria were set in advance of country selection, including the potential for impact within the lifecycle of the campaign.

Responding to lessons from past campaigns, an M&E framework was developed from the start (see also NGO3) and exit strategies were carefully considered. Both campaigns are rooted in wider programmes of work at the International Secretariat, meaning that when the campaigns phase out, starting from 2016 the programme of work itself does not end entirely. Research, advocacy, media and some activist mobilisation may continue depending on the identified need and resources available.

A similar (but less intensive) approach is applied to all Amnesty International project work. Project managers must detail information about collaborating with other stakeholders, and plan for exit strategies in their project plans. Bi-annual reviews are undertaken, with project managers and their teams critically evaluating project progress, including reviewing theories of change and objectives, and making changes if necessary. Support and training is provided to project managers, including during review processes, and auditing of project plans and reviews.

The processes described above relate to human rights work based on established policy positions and situations. Amnesty International can also develop positions and/or campaigns in response to urgent, developing situations and to keep pace with the emergence of human rights norms and standards.

Advisers within the International Law and Policy Directorate will work with colleagues, rights holders and external experts to develop analytically sound, evidence based positions. These positions are subject to an approvals process overseen by the Senior Director of International Law and Policy.

In some instances, however, particularly on a new or controversial area of work, Amnesty International's Secretary General and International Board may initiate a more extensive consultation and decision making process. This approach engages the wider Amnesty International movement and external stakeholders and takes more time. This involves participation of members, rights holders and other stakeholders in considering the policy issue and results in extensive feedback. It may also require discussion and decision making at the International Council Meeting, Amnesty International's highest decision making body, which meets every two years.

An example of this is the process to develop a policy on the decriminalisation of sex work, which started in 2013. As the issue is sensitive, controversial and complex from a human rights standards perspective, we paid particular attention to ensuring that the process for developing our policy and campaigns is participatory and respectful of diverse perspectives and people's dignity. Steps include:

- Draft documents were produced in 2013 describing existing research and analysis. These documents set out a suggested evidence based position for Amnesty International which was then distributed to national entities for consideration, comments and suggested amendments.
- Our national entities have subsequently carried out extensive consultation in multiple countries. They have consulted individuals and groups including but not limited to: sex workers, survivor groups, HIV agencies, women's rights activists, indigenous women's groups, anti-trafficking groups and leading academics.
- Alongside evidence gathered from hundreds of individuals and organizations, the International Secretariat has also: engaged sex workers directly through a questionnaire, met with opponents to decriminalization, sent representatives to discuss the issue at the European Parliament, and invited open submissions through a dedicated email address (swc@amnesty.org).
- Based on feedback, and as agreed with national entities, the International Secretariat will now undertake country research to explore human rights impact of criminalisation of sex work.
- To inform the official position that the movement decides to take on this issue, the information gathered and feedback received throughout this extensive consultation process will be considered at Amnesty International's main decision making forum, the International Council Meeting, which is scheduled to take place in August 2015.

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

Amnesty International proactively works with partners on all campaign initiatives. All projects are required to identify and consult relevant stakeholder organizations and groups working on similar issues. Our regular M&E systems demonstrate many cases where proactive engagement, timely and ongoing communications with other NGOs and institutions ensured that we strategically selected tactics to achieve the desired impact.

For example in the case of our work on attacks against journalists in Somalia, ongoing and strategic coordination with Human Rights Watch meant that key opportunities were grasped to target the UK and US governments in complimentary ways which significantly contributed to the release of journalist Abdiaziz Abdnur Ibrahim. In our work on Colombia, following discussions with Colombian NGOs and

relevant government and state authorities we decided to broaden the scope of research to cover issues of the economic, political and social sustainability of land restitution. This would ensure that Amnesty International's work addressed what is preventing land claimants from being able to return to their lands and to remain on them in the long term. As a result of this decision, greater coordination and consultation with a wider cross-section of Colombian NGOs and state and government authorities is currently in place. In Hong Kong, our new regional office partnered with Teens Key, a network of young women that campaigns on sexual and reproductive rights of young people and supported them to engage their online supporters and a small group of young sex workers to voice their views.

As those examples demonstrate, our processes to coordinate with other actors translate into decisions that improve the focus and target of our work, ensuring we leverage powers with partners and that we strategically support grassroots networks to achieve their human rights goals (see also NGO1). The majority of our entities (86%) also report having processes in place to coordinate with other actors, including local partners. This typically involves identifying potentials, overlaps, gaps and risks. Furthermore we often embark on joint initiatives with other NGOs, and participate actively in the global and national coalitions on our priority areas of work. The following table summarizes the level to which partners are involved by national entities. While only 11% of our entities involve partners in the complete project cycle, importantly there are none that do not engage with partners at all.

Coordinating with other actors	% of entities
1: We never engage with partners from outside Amnesty	0%
2: We only engage partners in the implementation of our campaigning and activism	16%
3: When planning our campaigning and activism, we consult with relevant partners	45%
4: In addition to participation in the implementation of campaigning and activism, partners also actively participate in either planning, or evaluation of our campaigning and activism	29%
5: Partners actively participate in the whole cycle of planning, implementation and evaluation of our campaigning and activism	11%

Amnesty International also engages with certain partners in a more formal arrangement with an MOU. Strategic partners are selected from partners which the organisation has already had a relationship with for some time. Another new form of partnership for Amnesty International is affiliation which is a much deeper relationship where each side has a role in the others' governance and the affiliate is Amnesty International's representative in that country. All these partners are required to report on their activities 6 monthly. Affiliates must also meet standards which are monitored annually. A capacity and competency tool identifies needs so improvement can be made.

There is a process of policy alignment between Amnesty International and potential affiliates, but in some instances the two organisations will continue to have different positions. For example, one potential affiliate accepts Government funding for some activities, which Amnesty International does not. Without that income it would not be possible for them to achieve their work and it was agreed that the partner will not use government funding for Amnesty International activities.

Exit strategies are also considered when establishing new partnerships and expectations managed appropriately, including sustainability and long-term impact of the relationship. If a partnership is going to come to an end, Amnesty International will strive to ensure that the maximum notice period is given and expectations managed. Full evaluations are also conducted where both parties can share their feedback on what the partnership achieved and learning from working together.

II. Financial Management

NGO7: Resource allocation, tracking and control.

The majority of our funding is from members and individual donors. A part of this income (which is largely raised by Amnesty International entities at the national level) is contributed to the international movement, according to a formula and system agreed by our members through the International Council Meeting.

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

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

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

To ensure effectiveness of our resource allocation, our common reporting mechanism includes the quarterly collection of financial figures and financial KPIs from national entities. This data is then presented in our quarterly global management accounts, along with comments on material variances to budget. In 2013 and 2014, work has been undertaken to enhance the quality of data collected, and this will be subject to regular review in the future.

In conjunction to that, Amnesty International is undertaking a project to improve the transparency of its financial reporting which ties in with our project to globally roll out a common financial reporting mechanism. This should facilitate the external publication of comprehensive global financial information in the coming years.

NGO8: Sources of funding by category

In 2013, Amnesty International's global income was €244.5m (2012: €238.6m). As Amnesty International's independency from political institutions is key, we do not seek income from governments or political organisations that may cause a conflict of interest in our human rights work. As such, a large majority of our income comes from small, individual amounts given by members of the public. As such, 95% of our income in 2013 was unrestricted (2012: 97%). Our main income categories are as follows:

	2013		2012	
	€m	%	€m	%
Membership fees and donations from the public	179.1	73%	180.6	76%
Legacies and bequests	20.6	8%	16.5	7%
Other unrestricted income:				
Trusts and foundations	7.0	3%	7.3	3%
Major donors	7.1	3%	8.6	4%
Government non-grant income	1.8	1%	1.9	1%
Corporations	1.3	1%	1.4	0%
Restricted income from all sources	12.3	5%	6.9	3%
Other income:				
Events and merchandise	6.8	3%	7.7	3%
Gifts in kind	0.2	0%	0.9	0%
Investment income	1.2	0%	1.6	1%
Other	7.1	3%	5.3	2%
Total	244.5	100%	238.6	100%

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

In 2013, there were few significant donors or sources of revenue over €1m. They were:

	€m	%
Norwegian Telethon	6.4	3%
Netherlands Postcode Lottery	3.6	1%
Swedish Postcode Lottery	1.9	1%
UK Gift Aid	1.6	1%

Our total expenditure for the year was €234.6m (2012: €242.7m) with the largest elements devoted to human rights activities and fundraising. As Amnesty is composed of offices with separate audited financial statements, the consolidation of this information is indicative and has been rounded as appropriate. A project is underway to improve consistency and transparency in our global financial reporting.

	2013		2012 *	
	€ m	%	€ m	%
Human Rights Programmes (research, campaigns, communication, publications)	121.4	52%	125.5	52%
Fundraising	74.7	32%	79.1	33%
Governance, general management and administration	38.5	16%	38.1	15%
Total Expenditure	234.6	100%	242.7	100%

* Note that the split of 2012 expenditure has been revised from last year's report. We are currently defining an improved method for cost allocation as part of the project described above and the 2012 split has therefore been adjusted to be comparable with that for 2013.

III. Environmental Management

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

The overview of greenhouse gas emissions over the past three years is listed in the table below:

Estimated CO2 Emissions in Metric Tonnes	Scope 2 (Office)	Scope 3 (Travel)	Total
2011*	3,167	3,547	6,714
2012	3,699	3,791	7,490
2013*	3,641	4,259	7,900

*these were years that our ICM (International Council Meeting) was held leading to increased travel related emissions. The increase in travel emissions from 2012 – 2013 are also possibly influenced by increase in staff travel related to the decentralization process, and by increase in research related travel to regions with developing crises situations, particularly in the MENA region.

Reported emissions in 2013

The method of calculating each entity's emissions is detailed in last year's report. The method of calculating total emissions for the movement involves extrapolating the emissions of the 26 largest

entities. Of the 26 entities that are required to report on their 2013 emissions, 17 reported on office energy CO₂ emissions and 17 on business travel CO₂ emissions as follows:

Scope 1: N/A

Scope 2: tCO₂e = 2,466

Scope 3: tCO₂e = 2,577

We then estimated the movement's total CO₂ emissions (all entities) in 2013 by dividing these two numbers by the respective percentages of the movement's total number of staff accounted by these reporting entities (68% for office energy, 61% for business travel):

- Scope 2 or Office: 3,641 metric tonnes of CO₂
- Scope 3 or Travel: 4,259 metric tonnes of CO₂

2013 Estimated Total (office + travel): 7,900 metric tonnes of CO₂

Our newly established Regional Offices have not reported on emissions for this year, but this should not have a material impact on total emissions calculated as they started operation towards the end of the year. Plans are to include them in 2014 reporting.

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

Total emissions have increased from 2012 to 2013, mainly due to increase in travel related emissions, but gains have been made in reducing office related emissions (see EN16 for details).

Many Amnesty International entities have taken initiatives to reduce greenhouse gas emissions. Some entities have made adaptations to their buildings and office practice. Others have made changes to their travel practice, including more teleconferences in place of face-to-face meetings. AI USA, for example, has benefitted from clean energy policies governing its "LEED Certified" office building. 'Office emissions' for the year ending 2013 was 225 tCO₂e, which is significantly less than the 421 tCO₂e of last year. AI USA is also significantly reducing its real estate footprint.

At our global office in London – which still represents the biggest entity in the organisation – low energy lights and PIRs have been employed. LEDs were installed as lower energy alternatives in some areas where replacements were needed. Video conferencing facilities have been improved and may be able to reduce the need to travel for some meetings but will not be able to cut travel for missions. Reductions are beginning to be seen on account of the transition programme that has reduced the number of staff in the International Secretariat; but this could be having an impact on our travel emissions, which has increased. It will also result in greater emissions from international offices.

Maintenance and checking of the Building Management System (BMS) has resulted in plant operation times and temperature set points being reviewed and altered to reduce energy and cost. Continued regular maintenance of plant and equipment also helps to keep operation as optimal as possible. Information and guidance on energy reduction and environmental quick wins have been sent to international offices.

Staff engagement and awareness has improved. Data has been disseminated to staff on printer/copier use, paper consumption, CO₂ and waste impact, but more targeted and frequent messages are needed.

As part of the staff engagement programme, a roof garden group has been started. It is a practical, hands on expression of one aspect of environmental sustainability and needs to be built on to include other aspects of International Secretariat environmental impact, such as staff involvement in energy saving and waste reduction. Wider engagement is planned for 2014.

The International Secretariat also has a draft EMS, with draft policies and strategies for reducing energy, water, waste and travel impact. No concrete emission reduction targets have been set, but the draft EMS proposes a 10% reduction based on 2010 levels. This is aspirational and needs to be reviewed and sense-checked.

As mentioned in last year's report, we will also seek to follow best practices based on the following standards. It is not envisioned that we will implement these currently but will attempt to be guided in spirit by: ISO 26000 CSR; ENISO 14040:2006 Environmental Management, Life Cycle Assessment of products and systems; Sustainability Balanced Scorecard (SBSC).

It is also an aspiration that we work towards making sustainability an integral part of all strategic and operational business decisions and seek to link sustainability with our human rights work by embedding sustainability at the senior strategic level.

The fact that the core standards (see 4.8) require that an environmental impact plan is developed, implemented and monitored as a minimum by all entities will ensure a systematic approach. As of now, only five entities reported that they have an environmental impact plan, compared to 56 who reported that they don't. However, this does not mean they are not taking action and many in fact reported taking measures to reduce emissions despite not having a policy.

EN26: Initiatives to mitigate environmental impacts of activities and services

The main environmental impacts of Amnesty International's activities are Scope 2 emissions from buildings, Scope 3 travel, and waste from buildings and operations (water, recycling). Environmental assessments are carried out prior to certain activities such as:

- Some building/plant works - refurbishments and replacement of plant
- Major building refurbishments designed and carried out to relevant environmental standards (SKA Rating, BREEAM for example)
- Production of campaigning materials – t-shirts for example

Our Ethical Procurement Policy also requires consideration of human rights abuses and limiting environmental impact in purchases goods and services.

Our approach to minimizing environmental impacts in our activities and services, include:

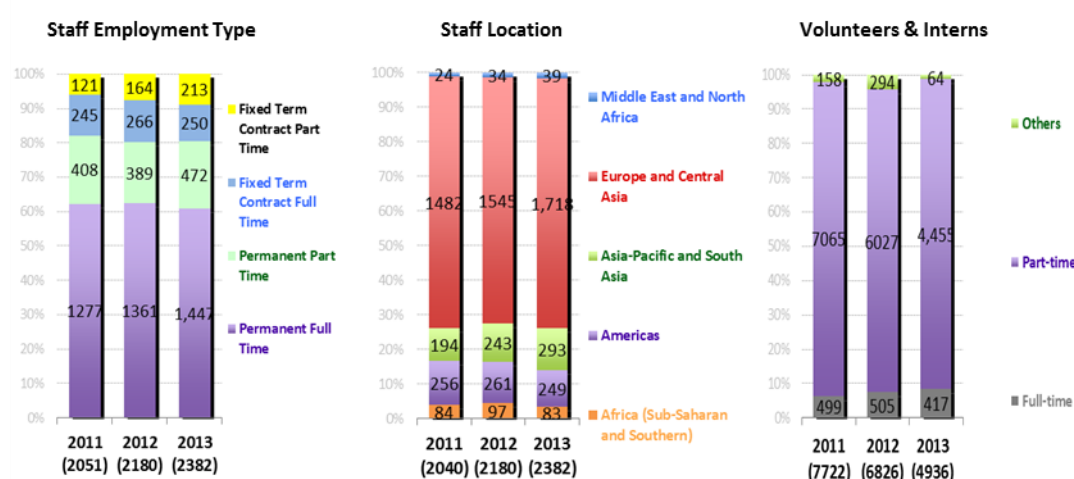
- Building and plant operation managed to reduce energy use and emissions
- Some contracts ask service providers to deliver the service with regard to the environment and minimal impact
- Some contracts ask for certification to ISO14001

IV. Human Resource Management

LA1: Size and composition of total workforce

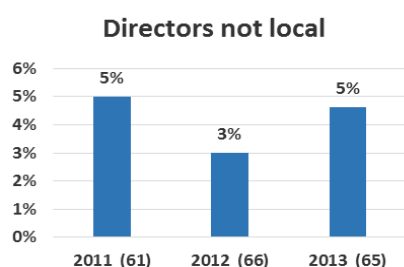
The total staff number for Amnesty International in 2013 is 2,382 which is a 9.3% increase from 2012. 71.2 % are full-time employees. The largest concentration of Amnesty International staff (72%) are located in the Europe region (which includes the London global office). The smallest concentration of staff are located in the MENA region (1.6%). There are 4,936 volunteers donating their time for Amnesty International – the vast majority on a part-time basis (90.3%).

A graphical breakdown of year - year comparison over the last three years is represented below.



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

The recruitment strategy for Amnesty International remains to try to recruit locally wherever possible, including for senior staff. Evidence from global staff statistics suggests that our local hiring works well in practice, with 95% of directors having been recruited locally.

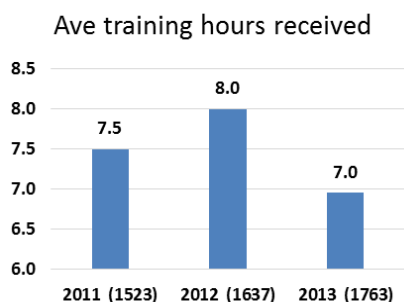


As the graph reveals, the percentage of non-local directors hasn't gone over 5% in the last three years.

We ensure that local NGOs or the local public sector are not undermined by our hiring practices by conducting local salary benchmarking exercises which means we are not out of step with the local market.

LA10: Workforce training to support organizational development

72% of national entities reported providing job related training to staff. The average hours of job related training received per staff member has decreased from 8.0 in the previous year to 7.0 in 2013 (see graph).



At the International Secretariat level, there are three different training categories: organization wide; by directorate; and personal development. As we move to a more distributed model with Regional Offices located across the globe, the plan is to design a comprehensive induction plan which includes a list of mandatory training that managers and staff must attend.

Organization wide training are initiatives that are a requirement for various groups of staff and funded by the central training budget, e.g. organization induction, management training, security training, etc. In 2013 there was a strong focus on leadership/management development at the International Secretariat in order to better equip managers to fulfil their role in the context of the new global operating model. “Leading the Way” management development was launched in early 2013 and included a combination of learning groups on topics including matrix management and leading change. These sessions were an opportunity for each person to embark on a ‘learning journey’ relevant to their needs and specific situations.

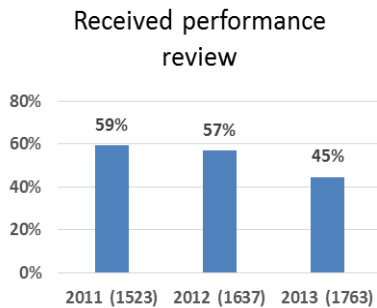
There is also directorate-led training targeted for specific job profiles in the organization. For instance, there is training for researchers and campaigners on research and campaign methodologies, project management training sessions for project managers, media training, and so on. These are delivered either periodically or on an ad-hoc needs basis as identified by specific teams.

Finally, personal development needs are identified during appraisal conversations and followed up with a specific development training plan to build individuals skills, knowledge or behaviors. This can include external courses, shadowing, coaching, on-the-job learning, and so forth which are covered from each department’s dedicated training budget.

Currently, at the International Secretariat, data is collected on only the training delivered by Human Resources and does not include training undertaken by different directorates. In order to get a better picture of training needs across the organization, work has started to map out the various training activities undertaken in the International Secretariat. It is planned that this will be captured in a central database and periodically monitored to assess organizational training needs.

LA12: Performance reviews and career development plans

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



As indicated in last year's report, work has been undertaken in 2013 to improve the quality and coverage of annual appraisals. As a result, as of January 2014, the appraisal completion rate for 2013 was 89% for the International Secretariat. The percentage of staff receiving performance reviews across national entities is 45%. This is a decrease from the 57% last year, and is possibly influenced by some entities reclassifying those receiving performance review under career development review as below.

For the first time, this year we collected information on employee numbers receiving career development reviews. The percentage for this is only 23%, but may be impacted by the fact that many Amnesty International entities did not consider this to be separate from performance reviews.

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

All types of diversity should be represented in our governance bodies and workforce to improve our legitimacy and effectiveness. A workforce diversity survey was completed for the International Secretariat in August 2013 which demonstrated with statistical evidence that our workforce is overall fairly diverse in terms of gender, age and national origin.

While the results showed we were relatively evenly spread in terms of gender across the workforce (with women being in the majority across all grades), one area of improvement was to better reflect gender diversity in our Senior Leadership Team in the International Secretariat. The majority of our workforce (84%) falls in the 26-35 and 36-50 age brackets, with numbers evenly spread in the two categories. Though UK nationals represent the highest number of staff from one nation (46%), it is encouraging that the majority are from a variety of other nations. This is expected to increase as the International Secretariat is moving to a distributed model, and efforts are taken to hire local staff in Regional Offices. 70% workforce are from white/Caucasian background representing majority background; and of the remaining 30%, 10% are Asian.

An Equality and Diversity policy has also been put in place. To ensure its implementation and to respond to the results of the diversity survey, an action plan for 2014 was created and an Equality and Diversity Advisory Group set up to track progress. Top priorities for the year are centred around:

- Training - starting with the management team and rolling it through the induction process. By the end of 2014, all current staff and incoming staff will receive training around the principles of equality, diversity and inclusion.
- Recruitment - review recruitment process and investigate best practice in publicising roles to less represented groups
- Monitoring - continue monitoring our statistics to identify areas of improvement

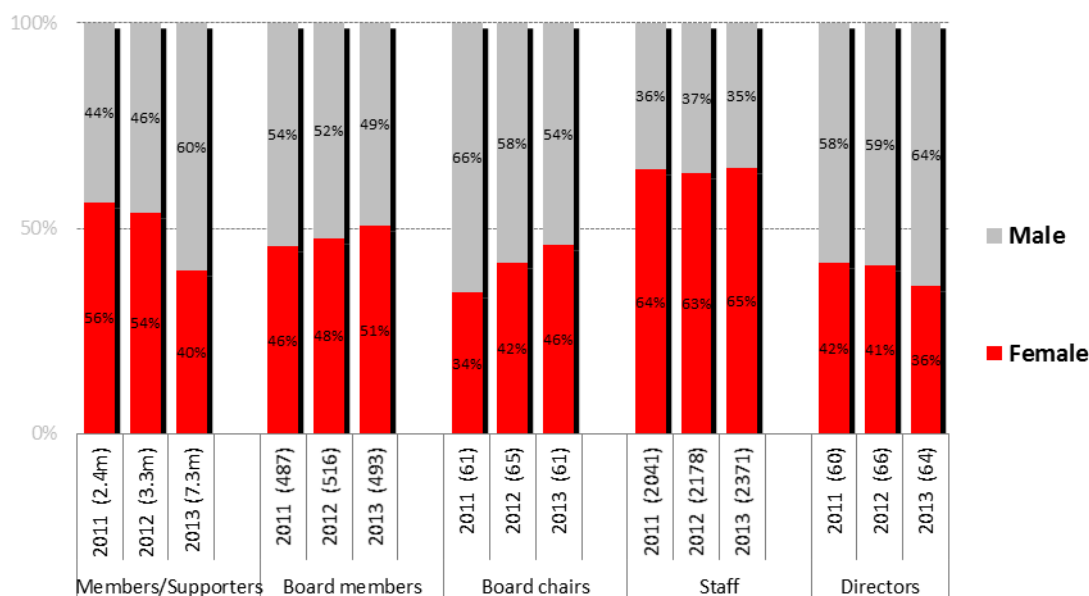
We also recognise that the number of employees with a (self-reported) disability is relatively low. This may not be an accurate reflection and we are looking at ways of communicating that equality, diversity and inclusion are high on our agenda. This will help to communicate that Amnesty International is a safe environment where staff members are happy to disclose their disabilities.

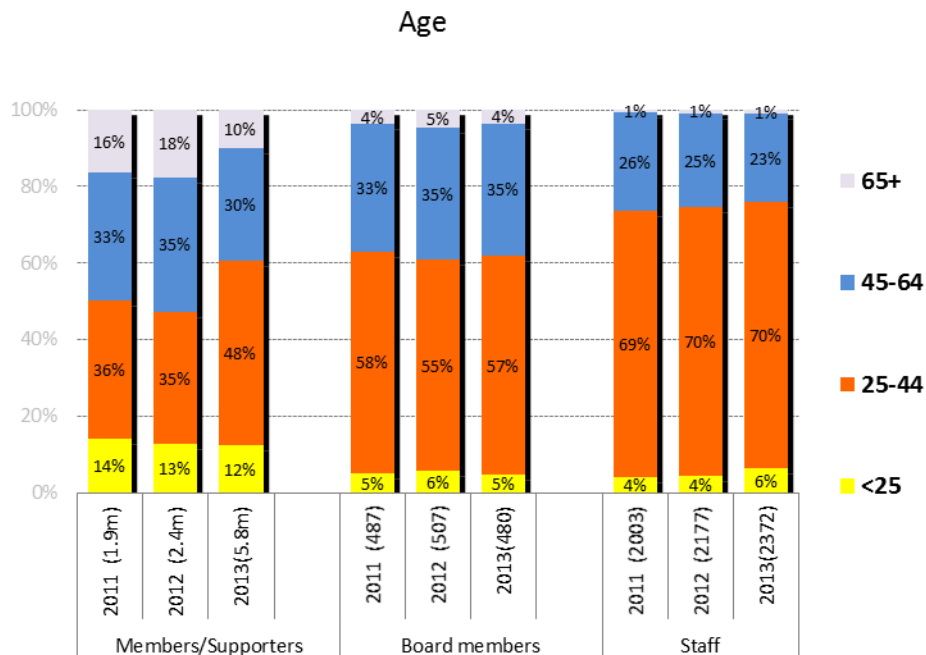
Equality and diversity will also be placed highly on the organisation's agenda for 2014 and has been made part of the Senior Leadership Team's objectives. We have not recruited for a specialist gender and diversity programme officer role as discussed in previous reports but the responsibilities of mainstreaming gender and diversity have now been rolled into the responsibilities of our Human Resources department as seen by the above initiatives. We are hoping to share the results of these initiatives in next year's report.

We are also closely monitoring the gender and diversity of our members, supporters, boards and staff across the movement. Below are the gender and age diversity information for the movement as at the end of 2013 (please see 2.5 for our groupings of the Global South and Global North).

We have seen an increase in female board chairs (46% in 2013 v 42% in 2012); but we do note that fewer entities reported on these parameters this year, and a small difference can make a large impact on the percentage. We have a large increase in males in our member supporter base, (60% in 2013 v 46% in 2012), owing largely to a high growth in male activists in one country (India). We have also seen growth in the 25-44 age category in our members/supporters.

Gender





Ethnic minorities are also represented in our governance bodies, and the percentage of ethnic minorities in our board members has increased slightly from previous years (12% in 2013 v 10% in 2012 v 9% in 2011).

To ensure diversity and participation in our governance structures, our highest decision making body, the International Council, is made up of about 250 representatives of the movement's national entities. To ensure a strong representation of the Global South each national entity can have a maximum of six representatives with three guaranteed even for those with a small number of members.

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

At the International Secretariat we have the full complement of people-related policies which conform to relevant legal and best practice standards. A new policy which was added this year is the Whistleblowing Policy (approved by the Finance Audit Committee in October 2013). The addition of this policy was one of our action points from the INGO Charter last year. All staff have access to the formal and informal grievance policy which can be found in the staff handbook. There is also formal recognition of Unite the Union which has collective bargaining powers and is a vehicle for staff to raise complaints/grievances. Feedback can also be given through directorate meetings, staff council and all staff meetings. Grievances can be raised with HR and direct managers.

The International Secretariat staff engagement survey at the end of 2013 ensured that all staff could feedback on issues that matter most to them including in relation to people, systems and processes, leadership, training and development. The survey ran for 4 weeks, with a response rate of 56% overall.

The results were shared with everyone in the IS at a meeting and are available on our intranet. Managers also had a separate report (where there were sufficient responses to protect anonymity)

which focused on the results in their team to help them address engagement challenges. They were tasked with agreeing three actions to collectively focus on in their teams.

These insights were used to shape a number of actions and activities that the Senior Leadership Team and wider management team are tackling to improve areas of concern. Working groups, chaired by a Senior Director and made up of representatives from different parts of the organisation have formed and the focus to date has been on 5 key areas (for example improving decision-making and addressing long working hours). It is intended that a summary of what changes and improvements have been made as a result of the engagement survey so far will be shared in the next report.

For all of our national entities a suite of people policies were approved and launched in September 2013 called the “Global Minimum People Standards” covering topics including performance management and grievances. Reporting from our national entities also reveals that they have multiple channels through which employees can raise grievances. Apart from various policies, there are examples of staff associations working with management, direct channels to feedback to the board, escalating in progressive levels from line manager to senior management and the board, annual appraisals, satisfaction surveys. AI USA reports the use of ‘Ethicspoint’ to lodge complaints, and AI Turkey reports that complaints can be made to the entity’s Ombudsman.

V. Responsible Management of Impact on Society

SO1: Impacts of activities on the wider community

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 interventions and assess our impact on communities. 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.

In 2013, the above mentioned project management framework standardized the social accountabilities of all IS projects. From the analysis stage, through to planning, implementation, reflection, review, evaluation and exit, project managers are required to inform, consult and where appropriate – make joint decisions – with affected communities. The level of stakeholder engagement and the mitigation of risks is now being monitored every 6 months through ongoing monitoring and learning mechanisms and results of this approach will be reported in next year’s report (see also NGO1). All projects are also required to develop and review exit strategies.

We also have robust processes to assess and manage the impact of our major undertaking of recent years – the opening of new Regional Offices in strategic locations. When preparing for this, risks and mitigation measures were considered by a cross-directorate working group and compiled in a Global Transition risk register. Risks monitored on an ongoing basis include: risks that partners are targeted by governmental authorities because they are seen as giving Amnesty International information or are seen as 'proxies' for Amnesty International where authorities cannot target us directly; and risks that competition for media coverage will harm working relationships with partners and undermine our

collective human rights aims. Furthermore, during the planning process for Regional Offices, there has been an open, structured approach to engaging partners in the new locations.

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

In September 2013 the International Secretariat reviewed its processes in the areas of anti-bribery and corruption. While we consider that the operation of our internal policies (in particular financial and procurement) do address the principal risks in these areas, following the 2012 Review Panel feedback and in line with our regular review of our policies and procedures, it was apparent that there was low staff awareness of the Anti-bribery and Corruption Policy introduced in May 2012. There is however, a high level of awareness of the procurement and expenses policies (available on our intranet for reference) which are significant controls in the area of anti-bribery and corruption.

As a result of this, starting in late 2013 and with the support of senior management, we initiated a new training / awareness raising initiative to include the delivery of a series of staff workshops with target groups (identified as such due to the operation in high risk areas). The first training session took place with the Finance team in December 2013, but the majority of the sessions (including with management) are scheduled for 2014. This programme is intended to cover all International Secretariat staff in the target groups by the end of June 2014, and the remainder of staff by the end of 2014. In addition, the International Secretariat continues to deliver training to the wider Amnesty International movement by way of 'skill share' events (in 2013 skill share events were held in Europe and Asia). We plan to expand joint working/ training initiatives between the International Secretariat and the wider Amnesty International movement in this area in future.

The focus of the initiative and the staff workshops is as follows:

- to increase staff awareness of the policy
- to provide an open forum for discussion around issues connected with anti-bribery and corruption, including how previous incidents were dealt with
- to provide guidance to staff on dealing with future incidents and to encourage the reporting of situations / incidents in line with the policy

An original risk assessment in the specific area of anti-bribery and corruption was carried out in late 2011 and updated in late 2013. The organization maintains a wider risk register held centrally and updated quarterly. We consider that these are the principal risks in the area of corruption and bribery:

- Misuse of funds in respect of grants provided by the International Secretariat to other Amnesty International entities, or to other third parties to carry out human rights work
- Misuse of funds in respect of payments to consultants/ other external suppliers who carry out work on behalf of Amnesty International
- Payments of facilitation payments by Amnesty International staff engaging with local officials in respect of crossing borders/ checkpoints or obtaining official documents/ permits (particularly in conflict zones)
- The appointment of new staff members/ external consultants or suppliers through existing contact networks rather than by applying best practice recruitment/ procurement procedures.
- Offer/ acceptance of gifts/ hospitality to staff members by external suppliers (particularly in the context of procurement/ recruitment)

SO4: Actions taken in response to incidents of corruption

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

No specific incidents were formally reported in accordance with the anti-bribery and corruption policy during 2013, however the Finance team did receive a small number of informal information on isolated incidents where low level facilitation payments were made. It is hoped that with the workshop sessions, and the enhanced awareness of the reporting requirement under the anti-bribery and corruption policy, staff will be encouraged to provide more reports in future.

If reports were received, these would be recorded by the Finance team and shared with Legal Counsel for escalation as appropriate. Any such incidents would be included in future INGO accountability charter reports.

Allegations affecting a national entity that are not resolved locally may be escalated to the International Secretariat for response. The International Secretariat has a dedicated Conflict and Crisis Management Unit (CMU) that works on conflict in the movement. If the issue remains unresolved allegations will be referred to the International Board. Results of a review are presented to the Secretary General and the International Board for action. If allegations of corruption are substantiated and depending on the nature of the issue, there are different possibilities for addressing this:

- Under the Amnesty International Statute, the International Board can impose sanctions including international administration, suspension, or termination of membership
- Funding to an entity can be restricted or stopped
- International representation on the local Board
- Dismissal/termination of staff, removal of elected officers

The following policies and standard are mandatory and apply across the movement: Conflicts of Interest and Conflicts of Duty Policy; Managing to Protect Amnesty International's Interests; Protecting Impartiality; Core standards (finalized in 2013) on organizational matters, including financial integrity.

VI. Ethical Fundraising

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

We work to agreed movement-wide fundraising guidelines. All restricted/designated funds are strictly managed and reported on. We also adhere to these practices with donations received from third parties. With regard to publicising all major institutional gifts and gifts in-kind, and describing the valuation and auditing methods used, this is done in line with the donor's wishes and our contractual obligations with them. No complaints have been received at the International Secretariat this year on complaints or breaches in regard to our fundraising and communication activities.

Our global fundraising strategy commenced in 2012 and commits all Amnesty International entities to strive for the highest standards of accountability and transparency in our funding arrangements. We have four global policies covering our fundraising activities:

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

These policies commit us to not 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 that we cannot fully and clearly justify in terms of outputs and outcomes. We do not sell or distribute merchandise that is banned in any markets.

These policies also include a commitment to reviewing our adherence to various laws, standards and voluntary fundraising codes in countries where we are actively fundraising. Entities are strongly encouraged to join local professional fundraising regulatory bodies and adhere to their standards. A review of implementation was expected to have been undertaken in 2013, but could not be done owing to capacity constraints in the year. A fuller evaluation scheduled for 2015 is still in the pipeline.

As a few examples of good practices from across the organization, AI Australia is a member of the Fundraising Institute of Australia and subscribes to its voluntary codes of conduct. AI Austria is part of a voluntary approval procedure of charity organizations every year where standards are checked by an external auditor. AI Netherlands has a CBF (Central Bureau on Fundraising) sign of approval. Where some entities do not have national authorities governing fundraising, they use the International Secretariat standards, as well as best practices from other countries. For instance, Brazil does not have national authorities governing fundraising activities but uses best practice from Australian standards in terms of providing a direct debit service agreement and privacy policy to regular donors.

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: Clare Doube

Position: Director, Strategy and Evaluation

Date: 30 September 2014

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