

**Improvement Analysis
Amnesty International
November 2014**

Governance (1.1 & 4.1)

A strong statement, signed by the CEO of Amnesty, clarifying the specific *understanding* of accountability at Amnesty and how this shapes strategic decisions is important as a preface that guides Amnesty's report and overall approach to accountability.

It is stated that Amnesty's democratic and regional approach to governance sometimes undermines the effectiveness of decision-making in the highest governance body. The 2014 review of this structure is acknowledged and report on how it results in governance reform is welcome.

Actions taken

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Programme Effectiveness (NGO1 - NGO6)

Amnesty is commended for significant progress with regard to introducing good policies and processes in indicators NGO1 to NGO6. The organisation is also commended for rigorously monitoring their implementation and self-critically reporting some areas of weakness - e.g. 17% of national entities report that they fully involve stakeholders in all stages of the programme cycle; 26% have measures to integrate diversity (NGO4) and only 11% to involve partners in the full project cycle (NGO6). Improved numbers in this regard will be an important indicator of further progress.

Actions taken

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Global Talent Management (LA10 & LA12)

The whole process of decentralisation and moving to the Global South surely necessitates huge investments into building the capabilities and capacities of people for it to be successful. More evidence on how these needs are systematically identified and addressed is important. The envisaged mapping of training activities in a central database seems to be a good start. A rate of 45% for staff appraisals at the national level is rather low.

Actions taken

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Anti-Corruption (SO3)

Amnesty can be commended for developing strong anti-corruption policies as well as monitoring staff awareness thereof. It is acknowledged that they self-critically report low numbers of staff being fully aware of these policies and announcing more training and awareness raising initiatives. Progress report is welcome.

Actions taken

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