



# AMNESTY INTERNATIONAL ACCOUNTABLE NOW

2020 REPORT



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## Glossary

GSIP = Global Strategy & Impact Programme

HRD = Human Rights Defender

IB = International Board

IS = International Secretariat

NE = National Entity

## INTRODUCTION BY SECRETARY GENERAL DR. AGNÈS CALLAMARD

Transparency and accountability are key pillars for Amnesty International and I am committed to them as the new Secretary General. The [12 Accountability Commitments](#) are an excellent tool to support our efforts also because it is something we are doing together with external partners and friends in the civil society sector. In the [2019 Interim Report](#) Amnesty focused on highlighting the work that the organization has been conducting on internal culture and well-being, as well as, improvements to the ways of working and approach to stakeholder engagement, particularly as part of the development of our new Strategic Framework (2022 – 2030).

In this report, we will elaborate on our progress particularly in the following three areas of success and also challenge: the impacts of the pandemic on our work, the efforts undertaken to embed accountability in our Strategic Framework, and the further steps taken toward becoming an anti-racist organization.

The Covid-19 pandemic starkly exposed and exacerbated socio-economic inequalities and deep-seated discriminations across the globe. For Amnesty International, as for the whole civil society sector, this unprecedented challenge meant adjusting our priorities and plans, while changing ways of working. We developed a Covid-19 Response Strategy to address the issues around state overreach, impact on health and livelihoods, the need for international cooperation, and ensuring a just recovery. These challenges are far from over and we continue to navigate them, but our staff well-being remains fundamental.

Amnesty International's strategic framework explicitly refers to accountability and transparency as core values we will prioritize in the next strategic period by:

- collaborating at local, regional, and global levels to ensure our work is always driven by human rights impact, always rooted in sophisticated, factual, and impartial analysis
- monitoring, reporting, evaluating, and designing necessary adjustments to our human rights work together with openness and honesty and, with transparency, making our decisions accordingly
- adhering to the highest standards of accountability for our decisions and our actions (both internally and externally)

Lastly, I would like to highlight the work that Amnesty International has been conducting to identify and address reports of racism in the organization in 2020. The International Board appointed an external expert on racism in the workplace, including anti-Black racism, to conduct focus group discussions with racialized employees at the International Secretariat to get an early and independent overview of staff views and experiences of individual and systemic racism. Howlett Brown reported directly to the Board. The key theme explored in the focus groups was the existence of systemic and individual acts of racism in the organization, affording staff the opportunity to confidentially discuss and reflect on their experiences. Coming into Amnesty International as Secretary General, I am fully committed to build on this work to root out racism, sexism, and other forms of discrimination. This area of work will remain a key priority for me.

I am also listening actively, openly, and analytically to the multiplicity of Amnesty International's stakeholders, within the International Secretariat and across National Entities, in the global south and the global north, and beyond to our partners to learn of their priorities, perspectives, and ambitions and to draw strength from this rich diversity. Listening to voices both in and outside of the Amnesty International Movement will remain critical as we move into the next strategic period.

Accountable Now has been, and will continue to be, an important external partner to ensuring that we are indeed adhering to the highest standards of accountability.

Dr. Agnès Callamard  
*Secretary General of Amnesty International*

## CLUSTER A - WHAT WE HAVE ACHIEVED

### A. THE IMPACT WE ACHIEVE

<b>A1. What are your mission statement and your theory of change? Please provide a brief overview.</b>	<b>Self-assessment</b>
	<b>4</b>

As stated in Amnesty International's [Statute](#), Amnesty International's vision is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. In pursuit of this vision, Amnesty International's mission is to undertake research and action focused on preventing and ending grave abuses of these rights. We believe in taking injustice personally and that human rights abuses anywhere are the concern of people everywhere. Amnesty International forms a global community of human rights defenders based on the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect.

In 2015, the International Council (IC) of Amnesty International adopted [five Strategic Goals](#) with underlying [Theories of Change](#) to guide the work of the organization globally. The Goals, which have been driving Amnesty International's work since 2016, were first extended to 2020 and then, due to the Covid-19 pandemic, until the adoption of a new Strategic Framework due to take place in September 2021. In the meantime, and in response to the pandemic, an 18-month internal Covid-19 Response Strategy was developed and adopted.

<b>A2. What are your key strategic indicators for success and how do you involve your stakeholders in developing them?</b>	<b>Self-assessment</b>
	<b>4</b>

Our success indicators are integrated in the [Theories of Change](#) that underpin the 2016-2020 Strategic Goals. These indicators are mainly qualitative, with the only exception of one concerning the number of individuals participating in Human Rights Education (HRE) ("Empowering 2 million people, particularly young people and HRDs, through action-oriented education efforts offline and online in both formal and non-formal education settings") and one concerning the number of supporters and members ("Engaging 25 million people to take action for human rights each year with us by 2020").

The qualitative indicators contained in the Theories of Change are tracked by using outcome types (see table below) that were developed based on the data provided by entities and IS Programmes over the years. National entities and IS Programmes use the outcome types as part of their reporting, allowing the Global Strategy & Impact Programme (GSIP) of the IS to produce a global picture of Amnesty International's impact across the Strategic Goals (see the 2018 report [here](#)). For example, in 2020 we exposed human rights violations and raised awareness strengthened the capabilities of our members, supporters and activists as well as of members of the public to act as powerful agents of change, while also affecting changes in laws, policies and practice and developing our own internal capabilities in some key areas.

OUTCOME CATEGORY	TYPE OF OUTCOME ACHIEVED
Improved Amnesty International's capabilities	<ul style="list-style-type: none"> <li>Partnerships and alliances built/maintained/strengthened in support of a human rights issue</li> <li>Increased engagement between Amnesty International and targeted actor</li> <li>Improved internal ways of working/systems/processes/skills</li> </ul>

Improved external stakeholders' capabilities	<ul style="list-style-type: none"> <li>Improved capabilities of targeted actor to know/respect/advocate for human rights change</li> </ul>
Changes in people's lives	<ul style="list-style-type: none"> <li>Improvement in the personal situation of an individual/group of individuals</li> <li>Improvement in systems, processes, and services that impact on people's human rights</li> </ul>
Changes in law, policy, and practice	<ul style="list-style-type: none"> <li>Adoption of initiative that will positively impact human rights</li> <li>Implementation of initiative which will positively impact human rights</li> <li>Development of initiative that will positively impact human rights</li> <li>Blocking of initiative that will negatively impact human rights</li> </ul>
Growing support for human rights issues	<ul style="list-style-type: none"> <li>Members of the public/Amnesty International supporters take action in support of a human rights issue</li> <li>Increased number of individuals who are new members/supporters/activists of Amnesty International</li> <li>Favourable litigation/investigation concerning a human rights issue</li> <li>Initiation and/or progression of court proceedings or formal investigation into a specific human rights issue</li> </ul>
Increased visibility and perception of human rights issues	<ul style="list-style-type: none"> <li>Increased awareness of a targeted audience of a human rights issue</li> <li>Increased quantity and/or quality of media coverage of a human rights issue</li> </ul>
Increased recognition of human rights issues	<ul style="list-style-type: none"> <li>Public or private commitment by targeted actor to do something about a human rights issue</li> <li>Official acknowledgement by a targeted actor of the existence of a human rights issue.</li> </ul>

The involvement of internal and external stakeholders is encouraged throughout the project cycle, particularly when developing objectives and theories of change at project level and identifying specific indicators of success (more data on this in question E2).

<b>A3. What progress has been achieved and difficulties encountered against these indicators over the reporting period?</b>	<b>Self-assessment</b>
	<b>4</b>

In 2020 Amnesty International made progress mostly under Goal One (Reclaiming Freedoms) by exposing human rights violations and raising awareness (20% of all outcomes reported in Goal One), strengthening the capabilities of our members, supporters and activists (15% of outcomes reported under Goal One) and mobilizing them to take action in support of human rights (14%). For example, in April 2020 Amnesty International released a [statement](#) denouncing the risks posed by governments' increasing use of digital surveillance technologies as part of their response to the Covid-19 pandemic. More than 100 civil society organizations from around the world signed the statement, while journalists from leading international media outlets attended Amnesty International's media briefings.

We also made significant progress under Goal Two (Securing Equal Rights for All), especially influencing changes in law, policy, and practice (28% of all outcome reported under the Goal)

and improving Amnesty International’s own capabilities (16%). For example, the government of Sierra Leone [introduced an inclusive policy](#) allowing pregnant girls to attend school - a win that came after years of campaigning by civil society organizations and Amnesty International and a positive ruling by the Economic Community of West African States (ECOWAS). In both Goals Three (Responding to Crises) and Four (Ensuring Accountability), Amnesty International was able to achieve key changes in law, policy, and practice and changes in people’s lives. For example, in Finland the annual "refugee quota" (i.e., the number of places for refugee resettlement) was increased by 200 bringing the total number to 1050 for 2021 – a win that resulted from Amnesty International’s continued and sustained advocacy efforts. For an overview of progress from Goal 1-4, see Annex 1.

In terms of Goal 5 (Maximizing our Engagement and Resources), at the end of 2020 Amnesty International reported a total of 10.7 million supporters. Even though this is well below the target Amnesty International set out to achieve, it represented an increase from 2019 when the number of supporters was 7.8 million. In addition, Amnesty International registered 2.7 million International Members (IMs) accounting for 25% of its total supporter base. The rate of growth for IMs has been particularly notable: since the end of 2019 there has been an increase of over half a million.

Amnesty International’s Covid-19 response work also helped to achieve important results in 2020, particularly in the area of health, livelihoods, equality, and non-discrimination (61% of all outcomes reported as part of the Covid-19 response strategy fall under these areas). For example, in August 2020 the Ecuadorian government published a national protocol to respond to Covid-19 among Indigenous Peoples – a step forward that came after Amnesty International campaigned on this issue in the Ecuadorian Amazon through urgent actions and coalitions with local organizations.

<b>A4. Have there been significant events or changes in your organization or your sector over the reporting period of relevance to governance and accountability?</b>	<b>Self-assessment</b> <b>4</b>
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Due to the Covid-19 pandemic, the approval of the organization’s draft strategic framework, which was scheduled for 2020, was postponed to 2021. This made it necessary to adjust the consultation process with the movement and to assess the changes in the world outside against the strategic framework. It also gave Amnesty time to develop a new Movement-wide monitoring, evaluation and learning framework to support effective decision-making and accountability.

In addition, a Covid-19 strategy was developed and adopted in order to refocus and reprioritise Amnesty International’s work in an ever-changing environment during the interim period between two strategies. The 2019 International Secretariat’s Financial Recovery Plan was implemented and, thanks to added cautious financial management throughout 2020, the Secretariat is now in better financial health than it was at the beginning of 2020.

At the leadership level, Kumi Naidoo [resigned](#) as Secretary General in December 2019 and Julie Verhaar stepped up as Acting Secretary-General for 2020 while also retaining her responsibilities from her Deputy Secretary General role. The Board prioritized the recruitment of a new Secretary-General in 2020, resulting in the [appointment](#) of Dr. Agnès Callamard in Q4 2020 (commencing role in 2021). In addition, there were changes at the Senior Management Level at the IS with a new Chief Financial Officer and new Senior Director of Research, Advocacy and Policy being appointed, and both being in post by September 2020. To further strengthen the International Board, two co-opted members were appointed by the Board in January 2020. The Board was supported in this process by the International Nominations Committee. There were no other vacancies at the Board level in 2020, however, noting that the Chair and Vice-Chair reached the

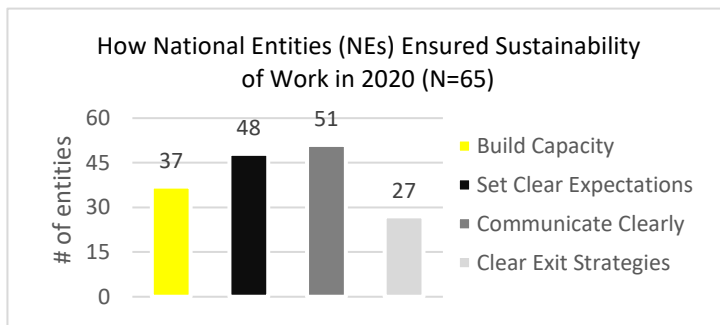
end of their terms in 2021, the International Nominations Committee commenced work in Q4 2020 to address the vacancies arising in 2021.

**B. POSITIVE RESULTS ARE SUSTAINED**

<b>B1. What have you done to ensure sustainability of your work beyond the project cycle, as per commitment 4? Is there evidence of success?</b>	<b>Self-assessment</b>
	<b>4</b>

Ensuring sustainability of our work is embedded in our project management methodology which encourages entities and IS Offices/Programme to consider the long-term impacts of their work, identify ways to build stakeholders’ capabilities and utilize adequate exit strategies.

In 2020, NEs reported on how they ensured local ownership and sustainability of their work (see chart below) and most of them identified communicating clearly, setting clear expectations, and building the capacity of stakeholders as the key approaches they used to this end. Providing clear exit strategies is an area that requires further improvement (only 27 out of 65 entities reported developing and adopting clear exit strategies as part of their work) and will constitute an area of attention over the next strategic period.



A great example of how we ensured the sustainability of our work beyond the project cycle is provided by Amnesty International Ghana which worked closely with rights holders in various informal settlements to ensure they had information and stronger skills to campaign for ending forced evictions, resulting in rights holders being able to engage local authorities more

effectively on issues affecting them. Another example is provided by Amnesty International Denmark’s recent *Let’s Talk About Yes* campaign on sexual violence which was led to rights holders organizing among themselves.

<b>B2. What lessons have been learned in this period? How have the lessons been transparently shared among internal and external stakeholders? How do you plan to use these lessons to improve your work in the future?</b>	<b>Self-assessment</b>
	<b>3</b>

Capturing lessons learned is a fundamental part of our project cycle. NEs share lessons learned through the annual reporting (Standard Action Reports) and the IS does this per project on a quarterly basis. Lessons are then shared as the basis for reflection in different spaces that project teams organize individually and that the Global Strategy & Impact Programme (GSIP) at the IS facilitate as well. For example, in the beginning of 2020, GSIP organized eight online events in English, French, and Spanish, where the results and lessons learned from the 2019 Impact & Learning Review were discussed with over 140 colleagues from across the Movement. In May 2021 GSIP held two events to discuss the findings of an external evaluation of Amnesty International’s 2016-2020 Strategic Goals Period and of a deep dive into impact and learnings from 2020. The key messages emerging from these pieces of work are being used to help lay the foundations for a more effective implementation of the next strategic period, including through a more effective operationalisation of the draft strategic framework and a more coherent monitoring framework.

In 2020, around 141 lessons learned were reported by the IS from 75 different projects. The

lessons learned were primarily linked to the negative impact of Covid-19 but also to the opportunities the pandemic created to engage with new stakeholders. 58 NEs also shared lessons learnt over the course of 2020, particularly on how they engaged new audiences and built new partnerships, or how they were insufficiently prepared for such a drastic shift in ways of working, and how the pandemic allowed them to test new approaches that did not work out as initially planned or intended.

Lastly, many lessons have been learned in this period during the consultation process for the next strategic framework. GSIP analysed and incorporated feedback from NEs, IS teams, partner organizations, and youth activists, to name a few, as part of this process. This has all been made available to colleagues in English, French, and Spanish to inform planning as we move into the next strategic period.

**C. WE LEAD BY EXAMPLE**

<b>C1. How does your organization demonstrate excellence on your strategic priorities?</b>	<b>Self-assessment</b> <b>4</b>
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Amnesty provides leadership and guidance to other organisations working in the human rights eco-system. For example, we are relied upon by UN staff as well as missions to the UN to provide advice, recommendations, and information directly to decision-makers. We are actively part of multiple informal (as observer, facilitator or contributing member) and formal (as partner) networks of like-minded organizations in the sector with whom we collaborate and exchange information and knowledge.

We also provide civil society organisations (CSOs) with capacity building on a range of areas, from identifying and reporting human rights violations to strengthening digital literacy and security. Our Tech Empowerment work is a clear example of this. In 2020, Amnesty Tech at the IS started establishing long term partnerships with civil society groups to build a roadmap to deeper digital tech literacy and conducted a digital security needs assessment for a CSO in Kenya as the first step to improving their digital security. Other examples include Amnesty Poland having co-founded a network of organizations working on migrant domestic workers; Amnesty Philippines having supported a number of CSOs to migrate their work from face-to-face to digital platforms through the provision of training and equipment, and Amnesty Brazil having connected a group of 38 CSOs to develop a joint campaign asking the government to implement a response plan to address the impact of the pandemic on vulnerable groups. Lastly, we have also supported other organisations through our Human Rights Education work. For example, in MENA we received a substantial number of requests for the Human Rights Academy HRE online courses (we registered a 20% increase in these requests in comparison to 2019), leading to the creation of learning plans for some of our CSO partners in the region.

Together with providing support to external stakeholders, we learn and benefit from the work of other organizations by sharing information, and drawing from their knowledge and expertise. For example, we have been utilizing data from the [CIVICUS Monitor in our annual impact assessment](#), exploring how we can use the data gathered by the [Human Rights Measurement Initiative in our own impact reviews](#) and co-facilitating reflection spaces on impact measurement with the Accountable Now – among others.

We have a broad network of local allies with whom we collaborate and, in some instances, develops strategic formal partnerships with. For example, in response to diminishing media attention on the unlawful targeted surveillance of human rights defenders in Morocco, we partnered with Forbidden Stories, a collective of investigative journalists, to facilitate wide-spread media attention to our report. This collaboration was extremely successful and was critical to getting the Moroccan Government’s attention.



<b>C2. What evidence is there that your expertise is recognized and welcomed by your peers, partners, and other stakeholders?</b>	<b>Self-assessment</b>
	<b>4</b>

In 2020, we consulted stakeholders on Amnesty International’s added value so that we could strengthen our draft strategic framework. As part of this process, an online survey was completed by 80 external stakeholders including INGOs, UN agencies, academics, and grassroots organizations, followed by 15 in-depth interviews. Some of the analysis based on this feedback indicated that:

- Freedom of expression & civic space is an area where partners feel Amnesty International adds the most value by using its expertise and historical credibility, by coordinating and aligning work with others, and by deepening its work on the technological/digital rights space.
- Amnesty International adds value on topics of inequality and discrimination by engaging and nurturing partnerships with expert organizations, specifying a human-rights based approach to these issues, and using its global network and credibility to increase the visibility of these issues.

As one partner stated: *‘Amnesty International can legitimize existing agendas and pieces of work through its brand, mobilization, and human rights frame and expertise.’* As we move into the new strategic period, we will continue to consult with peers, partners, and other stakeholders.

Additionally, in 2020, Amnesty International was awarded some notable prizes for its work on freedom of expression and civic space. For example the [Digital Verification Corps](#) (DVC) at Hong Kong University (which contributed to the open-source video verification for a [Washington Post investigation](#) into actions of police during the 2019 protests) won the [2020 Hong Kong Human Rights Press Award for Investigative Feature Writing](#). Additionally, the DVC won the [2020 Technology Enabled Learning Prize](#) from the University of Cambridge as well.

<b>C3. How does your organization practice being inclusive and protecting human rights, including promoting women’s rights and gender equality, in accordance with commitments 1-2?</b>	<b>Self-assessment</b>
	<b>4</b>

Amnesty International issued numerous reports and carried out a series of campaigns focused on gender equality in 2020. These included three main areas of focus: gender-based violence, sexual and reproductive rights, and the rights of LGBTI people. We also continued to mainstream a focus on gender equality and integrate intersectional analysis in our wider programmatic work.

We issued an updated [policy](#) recognizing the right of every woman, girl or person who can become pregnant to abortion, based on extensive consultation across the Movement over a period of several years. We also published policy positions setting out States’ obligations to respect the rights of [sex workers](#) and [LGBTI](#) people in the context of the Covid-19 pandemic, and called on States to do more to address identified human rights concerns affecting [women](#) and [LGBTI](#) people.

Additionally, following the increased prominence of the Black Lives Matter Movement in 2020, a [report](#) was commissioned by the International Board to explore any experiences of racism within Amnesty International’s IS and recommend ways to tackle this. A Racial Equality, Diversity, and Inclusion Group (REDIG) was established to advise the Coalition Leadership Team on ways to address racism and other diversity matters. By the end of 2020 an action plan had been developed along two tracks, the first addressing operations such as training, recruitment, and data collection and the second looking at structural and systemic issues. Approval was also

granted for two roles: a Head of Racial Equality, Diversity and Inclusion to be recruited in 2021 to drive forward the action plan; and a Gender and Diversity Mainstreaming Lead to promote gender and other diversity perspectives in our external work.

Furthermore, other areas as mentioned in the 2018 report around youth inclusion are still applicable in this reporting period and are also elaborated on in the following question on Safeguarding.

<b>C4. How do you minimize your organization’s negative impacts on your stakeholders, especially partners and the people you work for? How does your organization protect those most susceptible to harassment, abuse, exploitation, or any other type of unacceptable conduct?</b>	<b>Self-assessment</b> <b>4</b>
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Amnesty International has an underpinning principle for its work to do no harm. This principle is, for example, embedded in our research methodology and Quality Assurance Framework (QAF) which guides the development of all our major research, campaigning, and media pieces of work.

In 2020, a working group explored the IS safeguarding measures in a more explicit way. As part of this, the IS developed and adopted a new safeguarding policy (this was signed off in December 2020). Furthermore, teams working with young people were supported by safeguarding consultants to develop best practice and ensure the safety of the young people in their projects. Background checks were carried out on all staff members working with young people and vulnerable adults, as well as ensuring it is carried out whenever necessary on new hires and consultants. A basic safeguarding training module was commissioned and its roll out to all IS staff started in early 2021. A new Head of Safeguarding is also due to be recruited in 2021.

Through regular dialogue and surveys with NEs, we strengthened our risk monitoring in the context of the pandemic. This assisted NEs in adapting their work with stakeholders. Funding was also made available to support entities in managing IT, safety, and well-being-related issues. The Movement Building Programme of the IS also continued to update senior leadership and the International Board through a Movement specific risk dashboard in order to mitigate large scale risks. For example, in 2020, the unprecedented situation in India and the threats posed by the government crackdown led to the [closure of our Indian national entity](#) which had an impact for our members and our partners in the country.

<b>C5. How do you demonstrate responsible stewardship for the environment?</b>	<b>Self-assessment</b> <b>4</b>
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2020 is an anomalous year for environmental reporting and making progress on reduction measures, due to Covid-19.

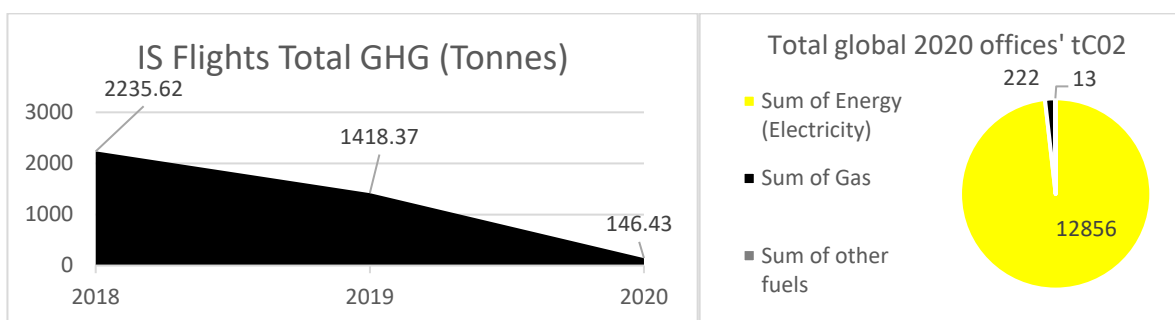
- The development and implementation of environmental sustainability measures was delayed due to the key Workplace person being engaged in managing Amnesty International’s Covid-19 response,
- Working from home has reduced energy use in offices,
- Travel bans between and within countries has reduced emissions from air travel. 2020 saw a 93% reduction in IS travel due to Covid-19 restrictions compared to 2019.

It is difficult to accurately compare 2020 data with data from previous years, but it does show some of the environmental benefits of reduced office use and business travel. However, it will be interesting to see how 2021 and 2022 compare to 2019 and what reductions from 2020 have been maintained.

2020 Emissions (Movement)	Average tCO <sub>2</sub> (all entities)
Average Business Air Travel	789.5
Average Business Car Travel	59.1
Average Business Rail Travel	24.3
Average Energy (electricity)	584.4
Average Gas	11.1
Average Other fuels	0.6

Work is continuing to define the policies and strategy for the whole Movement to be carbon neutral by 2035. Measures to manage environmental impact vary across the NEs. A few NEs have taken some actions based on the carbon neutrality decision (or had some measures in place prior to it) and have started setting reduction goals and have a plan to make that happen. Many have commented on Covid-19 leading to a reduction in office and travel emissions.

The aim in 2021 is to agree a unified plan with an incremental expansion in scope- both in terms of numbers of Amnesty International entities and where the emissions are.

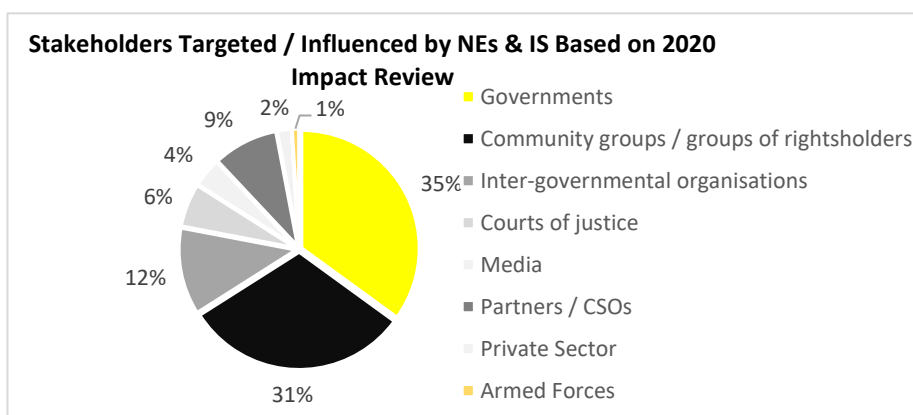


## CLUSTER B - OUR APPROACH TO CHANGE

### D. KEY STAKEHOLDERS ARE IDENTIFIED WITH GREAT CARE

<b>D1. Please list your key stakeholders. What process do you use to identify them?</b>	<b>Self-assessment</b>
	<b>4</b>

Our global planning processes and project management methodology require that entities and IS Programmes/Offices identify, select, and prioritize key stakeholders to target and/or work with. How these are identified can be found in the [2018 report](#) and has not significantly changed, as we continue to use tools such as stakeholder mapping, power analysis, and system mapping.



The types of stakeholders that are most identified are community groups / groups of rights holders (this also includes supporters, members, and activists of Amnesty International), governments, and intergovernmental organizations.

Private sector organizations are, on the other hand, among the stakeholders that we tend to identify and engage less often (see figure for an overview of the types of stakeholders we engaged in 2020).

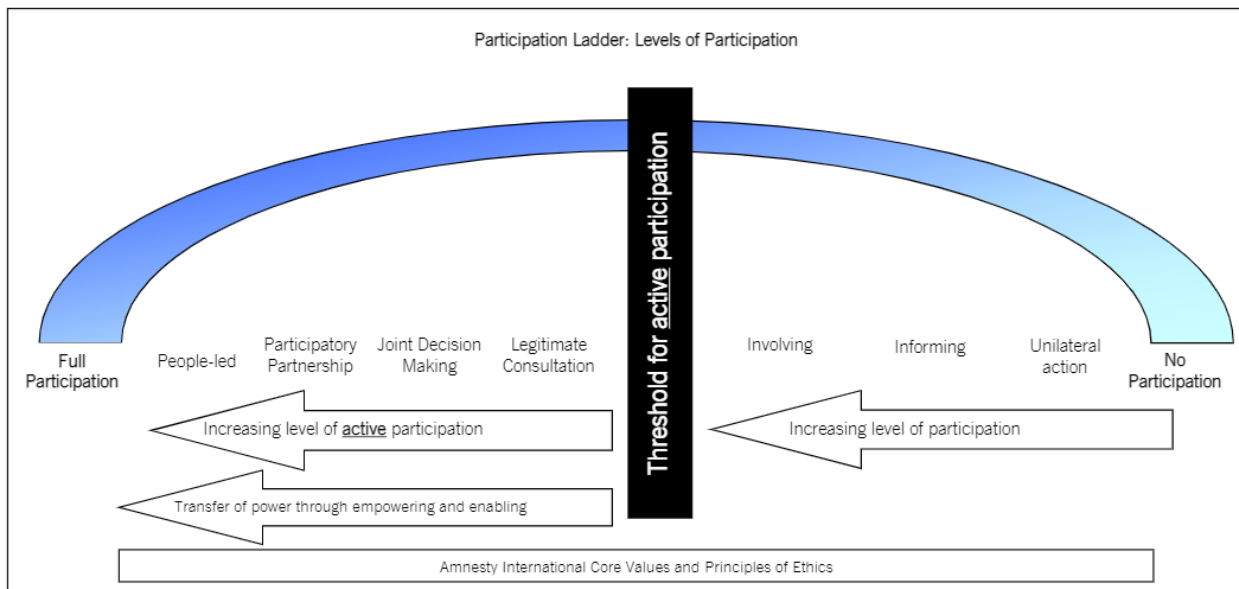
<b>D2. How do you ensure you reach out to those who are impacted or</b>	<b>Self-assessment</b>
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Reaching out to rights holders has continued to be an essential approach for delivering successful work at Amnesty International, especially as our presence on the ground has become stronger.

Our commitment to active participation is reflected in our 2016-2020 Strategic Goals, particularly in Goal 5 (Maximizing our Resources and Engagement) which recognizes that “Amnesty International is strengthened through active participation of a more diverse constituency at all levels”. We monitor the extent to which rights holders actively participate in our work, both at project level for the IS and at entity level, through a range of reporting mechanisms, such as Standard Action Reports.

A number of initiatives and resources are made available and regularly promoted to our staff to support them deliver our work in increasingly participatory ways. A great example is our participation ladder (see below) which entities and IS Programmes/Offices use in their campaigning work. For example, in 2020, Amnesty International Hungary involved right holders from the LGBTI community in planning and evaluating a campaign to ensure legal recognition of transgender and intersex people. Activists were involved in organizing and implementing online forums and nation-wide actions regarding the independence and autonomy of universities around the country. Amnesty International Mexico worked together with communities and civil society organizations to defend the right to health of communities affected by toxic metals, developing and implemented a series of coordinated advocacy efforts which led to constitutional sentences in favour of affected communities and the set-up of a commission tasked with developing a public policy to protect people affected by toxic metals.

Active participation is an empowering and enabling process through which rights holders, human rights defenders, partners and activists participate in and influence the processes and decisions which affect their lives and/or Amnesty’s campaigning



An external evaluation of the 2016-2020 Strategic Goals provides some additional insights into the way in which we reach out to stakeholders. The evaluation noted that while the nature of the relationships varied (from formal partnerships with associated memoranda of understanding, to looser collaborations), some common threads emerged:

- Responsiveness: close relationships with those directly affected (individuals whose rights have been violated and community-level organizations) ensured that over the 2016-2020 period Amnesty International was responding to the reality on the ground and makes strategic decisions around focus and targets.

- Complementary strengths: each partner brought particular connections, expertise, reach or reputation that added value and complement each other.
- Legitimacy and credibility: local collaborations helped undermine criticisms of Amnesty International as a ‘foreign’ organization.

The evaluation also highlighted areas that require continuous attention when reaching out to rights holders and working in partnership, including:

- Being mindful of power dynamics: Amnesty International is often in a powerful position and has a particular responsibility to act with sensitivity, ensuring the relationship adds value and mutually benefits.
- Supporting the ecosystem: reflecting on the risks and an organization’s readiness to partner with Amnesty International, including the resources that may be needed to support the organization’s active participation in shaping the work, as well as possible impact on the wider ecosystem.
- Long-term nature: trusting relationships can take time to develop and Movement decisions to shift priorities can impact not only on specific relationships but also the wider ecosystem and Amnesty International’s reputation as a partner.

<b>D3. How, specifically, do you maximize coordination with others operating in the same sectoral and geographic space, with special reference to national and local actors?</b>	<b>Self-assessment</b>
	<b>3</b>

Over the past years, working with and through external partners at local, national, and global level has consistently been one of the top tactics we used to effect social change.

In 2020 working with and through partners was key in countries whose civic space had been rated as open, narrowed, obstructed, and repressed by Civicus MONITOR. For example, in Senegal, Amnesty International partnered with associations of persons with Albinism to campaign and advocate for their rights and ensured access to health care. In Nigeria, Amnesty International identified and engaged civil society partners to assist in the research and drafting of a case on disappearances to be filed before ECOWAS. Also, in Algeria Amnesty International led on the first joint action and collaboration with three women's rights’ associations leading to the production of an awareness-raising video on violence against women which featured singer Amel Zen. In Mongolia, Amnesty International was instrumental in uniting local residents’ representative organizations into a coalition which is now a stronger and more effective ally in the fight for housing rights.

However, an external evaluation of the 2016-2020 Strategic Goals highlighted (which the Global Strategy and Impact Programme commissioned in February 2021) some areas that require improvements when working with partners, including internal coordination, in order to avoid multiple, overwhelming requests for engagement from different parts of Movement and minimize the impact that our internal processes may have on external partners.

## E. WE LISTEN TO, INVOLVE, AND EMPOWER STAKEHOLDERS

<b>E1. What avenues do you provide your stakeholders to provide feedback to you? What evidence demonstrates that key stakeholder groups acknowledge your organization is good at listening and acting upon what you heard?</b>	<b>Self-assessment</b>
	<b>4</b>

Amnesty International’s project management methodology requires entities and IS Programmes/Offices to proactively seek feedback from stakeholders in order to improve their work and assess its impact. GSIP provides guidance and support on how to do this effectively through

numerous resources (for example, a *Guide to Involving External Stakeholders*) and monitors take up annually.

In addition to the formal channels to provide feedback (outlined below), and as mentioned in the previous [interim report](#), the past year has been focused on listening to stakeholders, particularly as part of the next strategic framework development. Since 2019, GSIP has facilitated a substantial consultation process which included the following:

When	What
February-July 2019	1 <sup>st</sup> round of consultations with input from 53 NEs, 25 IS programmes/teams, 11 global Amnesty International networks/cross-organizational groups, 74 external partners, and general public <a href="#">survey</a> with 2,881 individual responses.
May-July 2019	Three global events on various topics to engage with the public (see <a href="#">compilation video</a> of events).
October 2019-January 2020	Youth Task Force (16 youth leaders from within and beyond Amnesty International), Thematic Task Force (42 staff and volunteers from across the Movement), and Organizational Capabilities Task Force (18 staff and volunteers from across the Movement) workshop various elements to reach a first draft.
February-August 2020	Consultation on first draft with input from 49 NEs, 13 IS programmes/teams, 75 youth activists, and 80 external partners (consultation period was extended due to Covid-19).
July-October 2020	Three internal strategy labs with global participation (around 178 participants per Strategy Lab).
June-December 2020	Consultation on financial sustainability with input from around 28 NEs.

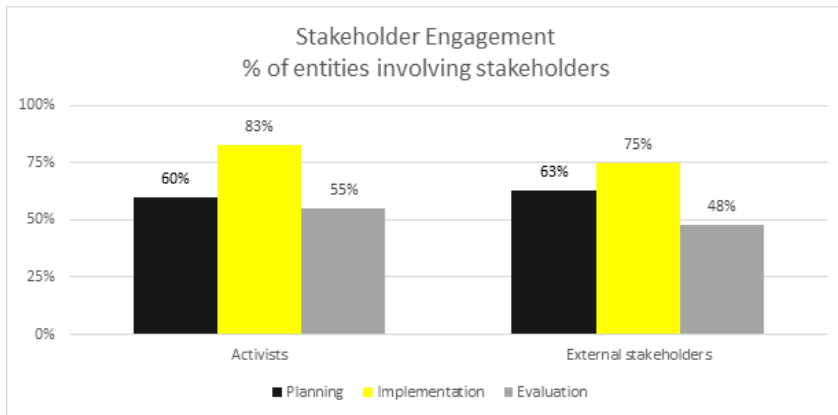
Based on this feedback, a second draft of the strategic framework was shared with the Movement in 2021, including a document that made explicit the changes that were made based on the feedback received during the consultation.

<b>E2. What evidence confirms a high level of stakeholder engagement in your activities and decisions from beginning to end?</b>	<b>Self-assessment</b>
	<b>4</b>

A high level of stakeholder engagement is one of the core principles underpinning our project management methodology. As such, IS Programmes/Offices and entities are expected to encourage it throughout the entire project life cycle, from planning to implementation, and evaluation, as shown in the participation ladder shared in D2.

In 2020, we asked entities about the extent to which activists and external stakeholders were involved in the project cycle, which differed from the data we collected and reported in previous *Accountable Now* reports. This allowed us to identify the phases of the project cycle (planning, implementation, or evaluation) that needed more attention. Entities reported that they primarily engaged activists and external stakeholders when implementing and planning their work (see graph below). For example, Amnesty International Philippines described how they adapted the ways in which they engaged with stakeholders to ensure they continued to feel supported by Amnesty International during the pandemic – which resulted in various webinars, check-in meetings, and learning activities. Amnesty International Slovakia discussed and developed campaigning, activism, communication, and advocacy plans with partners - leading to intensive media and advocacy work and ultimately pressure on MPs to successfully block restrictive anti-abortion legislations.

As we can see from the chart below, evaluation is the area where there is still room for improvement for stakeholder engagement (only 55% of entities reported involving activists in evaluating their work, and only and 48% of them stated involving external stakeholders in it).



Youth engagement is a specific area of focus that we closely monitor. The analysis undertaken by the Global Youth Team at the International Secretariat shows that the Movement is continuing to make progress towards achieving the goals of the [International Youth Strategy](#), with young people playing an important role in

Amnesty International’s work as supporters, activists, Board members and staff members. However, progress has been slower than we would have wanted it in many areas (such as reaching the targets for the number of young people on Amnesty International’s Boards, and the number of youth supporters and members) which will be looked at as part of the next Global Children and Youth Strategy.

<b>E3. What are the main likes/dislikes you have received from key stakeholders? How, specifically, have you reacted to their feedback?</b>	<b>Self-assessment</b>
	<b>4</b>

The consultation on the draft strategic framework was the primary means of centrally collecting feedback in 2020 from key stakeholders, including youth (see C2).

Based on this feedback, it was clear that Amnesty International’s added value was around its expertise, global network, evidence-based approach, and credibility. It was also clear that supporting partners needed to be central in the next strategic period. As one partner stated: *‘the shift towards becoming a more eco-systemic organization needs to be continued and deepened.... better mechanisms for consultation, communication and co-design are necessary to involve organizations in our processes.’* This feedback was discussed in 2020 in three Strategy Labs with staff from across the Movement (around 170 participants attended each Lab) and then incorporated into the second draft of the strategic framework (which is to be discussed and voted on at the Global Assembly in September 2021).

Within this second draft, a key focus was added on enhancing our work with partners and other people-powered Movements taking into consideration diversity and co-creation. This will continue to be central in the new strategic period.

<b>E4. How do you know that people and partners you worked with have gained capacities, means, self-esteem or institutional strengths that last beyond your immediate intervention?</b>	<b>Self-assessment</b>
	<b>4</b>

See B.1 about ensuring the sustainability of our work beyond the project cycle.

## F. OUR ADVOCACY WORK ADDRESSES THE ROOT CAUSES OF PROBLEMS

<b>F1. How do you identify and gather evidence regarding the root causes of the problems you address and use this to support your advocacy positions?</b>	<b>Self-assessment</b>
	<b>4</b>

Amnesty International conducts research for action, systematically monitoring human rights situation in over 140 countries and conducting targeted investigations into alleged human rights violations. Our research spans from civil and political rights issues to economic, social, and cultural rights and covers various contexts, including conflict and crisis situations. We employ a research methodology that allows sufficient analysis of context, drivers and causes of human rights violations and draws from a wide range of tools, such as system mapping, power mapping, problem tree analysis and political, economic, social, technological, environmental, and legal (PESTEL) analysis.

In devising our advocacy strategies, we work closely with research teams at the IS, who in turn are networked with local partners, so that our recommendations reflect both the intended goal and the local socio-political reality. Together with our research teams, we speak to a wide range of stakeholders, including at the UN and various other multilateral entities. The advocacy team at the IS open doors and connections for researchers and local partners so that they can speak to decision-makers and officials directly (on various levels) for that end. An example is when researchers from the Crisis Team gathered information on the effects of closing cross-border humanitarian crossings in [NW Syria](#). We were able to use this research to brief Security Council members and explain the dangers of such a move – resulting in that crossing point remaining open in the subsequent [resolution 2533](#).

<b>F2. How do you ensure that the people you work for support your advocacy work and value the changes achieved by this advocacy?</b>	<b>Self-assessment</b>
	<b>4</b>

We take our lead from affected individuals and communities in our research work and advocacy planning, making sure that we not only speak to victims and survivors of human rights abuses and local human rights defenders, but also that we amplify their voices on the world stage. For example, we encourage the UN Security Council to invite local civil society groups and Human Rights Defenders (HRDs) to brief members on specific subjects, and we work in coalition with other NGOs to ensure that relevant voices are heard. In 2020 we facilitated (online) access for various HRDs, including our own researcher on Israel/OPT, who briefed the Human Rights Council and held briefings for Council members on the human rights situation in Myanmar and the Philippines in an effort to influence states’ recommendations and voting at the council.

We strive to make it safe for HRDs to engage with multilateral bodies through following up and reporting reprisals when they occur. We also help HRDs at risk directly through our campaigns and relief work. For example, in 2020 we have seen an immediate human rights impact on a number of cases, including that of Popi and Bongeka, who were brutally murdered in South Africa in 2017. No thorough investigation into their death ever took place. However, in March 2021, Amnesty International South Africa, along with Popi’s sister and mother, met with members of the National Police Force to deliver the 341,007 petition signatures, which resulted in a meeting with officials who officially committed to investigating the progress and development of the case, bringing us one step closer to justice for Popi and Bongeka.

At least 4,447,256 actions were taken for the 10 individuals and groups featured in the Write for Rights 2020 campaign. These included hundreds of thousands of petition signatures and letters written to authorities to demand justice, but also solidarity messages to the individuals featured in the campaign. Talia Khattak, the daughter of Idris Khattak, an expert on enforced disappearances who was abducted in 2019, told us “I just read the messages and it’s so heart-warming to see people’s support. All of this means the world to me. It gives me so much hope for



Papa's release.

Lastly, when devising advocacy strategies, we consult with a wide range of NGOs, local and those working in the multilateral space, to make sure their views and calls are integrated. In 2020 for example, during the investigation into serious human rights abuses occurring in China's Xinjiang region, we spoke to diplomats in New York and Geneva, local Uyghur groups, camp survivors and colleagues in our Hong Kong entity to devise a coherent, impactful advocacy strategy that we are now implementing.

## G. WE ARE TRANSPARENT, INVITE DIALOGUE AND PROTECT STAKEHOLDERS' SAFETY

<b>G1. Are your annual budgets, policies, evaluations, top executive remuneration and vital statistics about the organization easily available on your website in languages accessible by affected key stakeholders? Please provide links, highlight membership in initiatives such as IATI and outline offline efforts to promote transparency.</b>	<b>Self-assessment</b> <b>3</b>
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Key organizational information can be found on our website, available in [English](#), [French](#), [Spanish](#) and [Arabic](#) (some pages). This is continuously updated by the relevant teams within the organization. You can find information on our [governance](#), [finances](#), our [strategy](#) and [evaluations](#) such as the [2018 Impact and Learning Review](#) or [Impact & Learning Standards](#) (which will be updated in the new strategic period), our [complaints procedure](#), our [privacy policy](#), the membership to [Accountable Now](#), or our [Modern Slavery Act Transparency Statement](#) to name a few. There are many other policies and pieces of work that are available for key stakeholders by utilizing the [search function](#). An aspect that we haven't regularly updated on our website are the annual Impact and Learning Review (2018 was an exception) as well as the various evaluations we have conducted or commissioned. This used to be done more systematically up until 2015 (see [here](#)).

<b>G2. What policies do you have in place to ensure a fair pay scale? Do you measure the gender pay gap in your organization, and if so, what is it? What are the salaries of the five most senior positions in the organization, and what is the ratio between the top and bottom salaries? If this information cannot be provided or is confidential, please explain why.</b>	<b>Self-assessment</b> <b>4</b>
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Our Equal Opportunities and Diversity Policy states: "We have a commitment to a pay system that is transparent and based on objective criteria. Equal pay, free from gender or other unjustified bias, for the same or broadly similar work (that is for work that rates as equivalent and for work of equal value), operates within the Amnesty International." How this works in practice is set out on our external website [here](#).

The 2019 and 2020 gender pay gap reports have not yet been published as the UK government has delayed this obligation for organizations due to the Covid-19 pandemic. The total of the five highest salaries in the IS according to the [Amnesty International Ltd. Financial Accounts](#) for the year ended 31 December 2018 was £631,531 (the total amounts include employees paid outside of the UK and not part of the former Senior Leadership team), and the ratio of the highest salary to the lowest was 4.4 (2017: 7.0). In the same year, the median gender pay gap was 8.5% and the mean was 8.6% (this is for UK-based employees). We also published a gender pay gap breakdown by regional office which can be viewed [here](#) alongside all our pay data and information.

Since 2019, Amnesty International has been reporting to [Fairshare](#) on the number of women in the Coalition Leadership Team and International Board and has committed to driving towards a representative number of women at senior leadership level by 2030.

<b>G3. How do you ensure privacy rights and protect personal data?</b>	<b>Self-assessment</b>
	<b>4</b>

A [Privacy Policy](#) (and internal Data Protection Policy) is in place, last updated in 2018, that sets out the standards expected in the handling of personal data and ensures that Amnesty International Ltd is compliant with UK Data Protection legislation. All data handled by the organization has a clear, legal basis for processing. There is a designated Data Protection Officer and all staff, volunteers and consultants are expected to complete mandatory training on data protection every three years. IT Systems and personnel follow best practices in configuration and system hardening, ensuring administrative access is secured by multifactor and only performed from trusted devices and accounts. A layered approach to security is achieved through the use of multiple Gartner leading security tools. 24/7 Security monitoring and Incident Response is provided through a very well-respected partner within the Information Security industry. All information is stored by highly reputable and validated providers infrastructure and service providers utilizing at rest and in transit encryption, audit logs and appropriate access controls.

<b>G4. Who are the five largest single donors and what is the monetary value of their contribution?</b>	<b>Self-assessment</b>
	<b>4</b>

The five largest single donors to Amnesty International in 2020 were:\*

- Open Society Foundations: £1,648,376
- Ford Foundation: £1,201,660
- Oak Foundation: £938,207
- Anonymous: £794,337
- Dutch Postcode Lottery: £593,535

Every Amnesty International donor is subject to a rigorous and consistent ethical screening policy. Amnesty International’s total restricted income is also less than 10% of the organization’s total budget, and thus lower than other benchmarked organizations, ensuring that no single donor has an undue influence on the organization’s activities.

(\*Please note these amounts are approximations and remain subject to audit.)

## CLUSTER C - WHAT WE DO INTERNALLY

### H. STAFF AND VOLUNTEERS ARE ENABLED TO DO THEIR BEST

<b>H1. Provide evidence that recruitment and employment is fair and transparent.</b>	<b>Self-assessment</b>
	<b>3</b>

Our Core Standards, that apply to the IS and NEs, set out the roles, responsibilities, policies, and behaviours that all Amnesty International entities (including the IS) need to exhibit, including ensuring policies and processes in recruitment and employment are fair. This includes the need for advertising roles, no payment below minimum wage, pay equity between men and women, right to unionize, as well as ensuring that diversity and gender mainstreaming are implemented. Directors of NEs periodically report on the implementation of these policies to the Board but as mentioned in K3, the Core Standards are currently under review to strengthen their effectiveness and application so data for 2020 is not available for this report.

At the IS, we are committed to providing equal opportunities in the workplace; these are outlined in our Equal Opportunities and Diversity Policy. Recruitment is undertaken via panel interviews and guidance is provided to ensure sure that these panels represent a balance of the nine protected characteristics (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex/ gender and sexual orientation) to ensure consistency and fairness.

Where relevant each candidate is asked to prepare a presentation or paper for interview which is considered along with the interview process. Our job advertisements are placed across multiple platforms in order to attract a diverse range of candidates.

In 2020, the IS total headcount was 563 (FTE 549), with 440 being permanent, and 123 on Fixed Term Contracts. Employee gender has remained consistent over the last three years with approximately 65% female and 35% male. There are 25 employees being Grade 7, 60% female and 40% male. In the Coalition Leadership Team there are 6 staff with 30% female and 70% male.

A new HR system is currently being implemented at the IS which will enable us to provide more data on the ethnicity of our staff, as currently only 70% of staff have provided this information.

<b>H2. What are you doing to invest in staff development? What indicators demonstrate your progress? What are your plans to improve?</b>	<b>Self-assessment</b> <b>3</b>
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Since 2019 we have been delivering a culture change initiative called the Employee Experience Programme (EEP) which aims to improve staff experience for all IS colleagues in four key areas: Well-being; Management and development; Nurturing future leaders; and Culture. Through the EEP a range of development opportunities have been offered to staff including training on stress and resilience, mental health awareness, management, and leadership development. In 2020, 131 IS staff attended one or more of the EEP webinars focusing on a range of topics including Accountability, Psychological Safety, Dialogue, Goal Setting, Leadership and Development.

We continued to offer quarterly Stress & Resilience training (6 sessions attended by 32 staff) and towards the end of 2020 introduced training on mental health awareness (5 sessions attended by 27 managers), People Management (2 sessions attended by 12 managers) and Leadership Development (1 session attended by 15 managers).

While there were a lot of initiatives undertaken by the IS, there remains a gap between our efforts and the results, a gap that points to deep seated dynamics that thus far we have not been able to address but are continuing to prioritize.

In addition to the EEP, in 2020 the decision was made to decentralize the staff development budget. This meant that each team was allocated a set amount to invest in job-specific development for their team members, identified as part of their Contribution Appraisal and Development discussions. In 2021, we are working on developing career pathways for staff, which will outline the competencies and skills required at different role grades, and map development and training opportunities to each. We are also going to be introducing LinkedIn learning aligned to the competencies and career paths.

<b>H3. How does your organization ensure a safe working environment for everybody, including one free of sexual harassment, abuse, exploitation, or any other unacceptable conduct? What indicators demonstrate your progress? What are your plans to improve?</b>	<b>Self-assessment</b> <b>4</b>
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At the IS, our Bullying and Harassment Policy sets out how any incidents of this nature should be dealt with. Our People and Organizational Development team manage any issues reported to them via formal grievance mechanisms if necessary. Following reports of inconsistencies and delays, the investigation part of grievance processes was outsourced in late 2019 and continues to be carried out by Fitzgerald, a HR consultancy firm. In April and December 2020, engagement surveys asked for staff’s perception of how effectively Amnesty International deals with grievances. Scores were low compared to benchmark organizations so work will be done in 2021 with the Union to establish what underpins this mistrust and to address issues. Engagement surveys will be carried out in 2021 to track progress on this.

NEs ensure a safe working environment by implementing a set of core policies, including on grievances/complaints, in line with our Core Standards. If NEs fail to satisfactorily handle complaints and grievances, the International Board has the authority to intervene.

The IS provides entities with national board inductions, security and safety training, resources, and support to conduct investigations. In 2019 a Well-being fund was established to provide financial resources for ad hoc preventative work aimed at creating and fostering a safe working environment. In 2020, through this mechanism, entities were able to fund work on sexual harassment and anti-racism.

The IS also supports entities through the provision of a Well-being framework, models and resources on well-being and security, assistance to conduct needs assessment and organizational surveys on organizational climate. In [2020](#) and [2021](#) a number of resources aimed at supporting young activists to sustain their well-being while fighting for human rights were disseminated and made publicly available. In 2020, an online resource page on well-being was established for NEs and there were 367 unique visitors to this space.

The Movement Building Programme at the IS plans to extend well-being support for entities, including group work and preventative initiatives planned, while continuing to proactively address harm through the use of restorative justice and restorative practices during conflict situations within board and management.

We monitor the number of complaints and grievances reported across the Movement. In 2018, NEs had reported a total of 54 internal complaints and grievances whilst in 2020 there were 38 complaints. The Movement Building Programme at the IS conducts a survey of Directors and Chairs – with questions concerning the quality of the working environment and their own physical and mental well-being.

## I. RESOURCES ARE HANDLED EFFECTIVELY FOR THE PUBLIC GOOD

<b>I1. How do you acquire resources in line with your values and globally-accepted standards and without compromising your independence?</b>	<b>Self-assessment</b>
	<b>4</b>

Amnesty International has an ambitious strategy to effect real change for human rights. To deliver this strategy, we raise funds in a way that does not compromise our impartiality and independence, so we can hold those who commit human rights abuses to account.

The vast majority (c.85% 2020) of Movement income comes from individual donors. As an organization that relies on the generosity of individuals, we are committed to being transparent, ethical, and open in our fundraising activities. Amnesty International’s fundraising is governed by our Global Fundraising Policy and Guidelines, which sets out minimum standards for fundraising, to which all Amnesty International entities must adhere. These comply with relevant national laws

and regulations, including those related to privacy. Any gift above €10,000 from an individual, and any gift regardless of size from a corporation, union, non-profit entity, or government source must be ethically screened using Amnesty International’s Gift Screening process before acceptance is permitted. This process involves rigorous assessment of funding source to ensure that we do not accept funding from sources linked to the violation of human rights. We also adhere to these practices with donations received from third parties.

<b>12. How is progress continually monitored against strategic objectives, and resources re-allocated to optimize impact?</b>	<b>Self-assessment</b> <b>4</b>
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We regularly monitor how resources are spent against our overall strategic objectives. Each NE provides quarterly updates which show strategic goal spend compared with our budget, forecasts, and prior years to ensure that the resources are aligned with our overall mission. Every year each entity is required to produce its financial statements and report on how our resources contributed to achieving Amnesty International’s strategic goals. Our financial reporting is published on our website [here](#). Our financial performance is also reflected in our Movement Impact and Learning Review (see previous sections) which provides an analysis of our impact and spent under the strategic goals.

Every year the IS carries out a 5-year high level budget planning exercise which is aligned with our strategic planning to optimize our use of resources for both the IS and the Movement (through the provision of funding to Sections via grants). These high-level plans are shared with the Movement as part of our Treasurer’s Reports to the Movement which forms part of the Global Assembly.

As part of our Global Assembly we hold regular finance sessions to discuss the best use of our Movement’s resources and accountability sessions to ensure National Entities have the opportunity to ask questions about how our money is spent. For example, discussions around financial equitability has led to an increase in grants to NEs in the Global South in the 2021 Budget. The Covid-19 pandemic also prompted us to reallocate resources in the last financial period was by pivoting funds from certain budget areas to allow us to address the human rights impact of the pandemic.

<b>13. How do you minimize the risk of corruption, bribery, or misuse of funds? Which financial controls do you have in place? What do you do when controls fail? Describe relevant situations that occurred in this reporting period.</b>	<b>Self-assessment</b> <b>4</b>
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Amnesty International Ltd. has a Procurement Policy that outlines the responsibility of company employees to undertake procurement processes that demonstrate fairness and integrity, comply with relevant laws and regulations, keep information confidential and secure and ensure procurement best practice is followed. The Anti-Fraud, Bribery and Corruption Policy sets out the responsibilities of staff to report any incidents or suspicion of fraud, bribery or corruption arising in the course of their work and to cooperate fully with related investigations; and comply with applicable IS Finance policies and procedures.

Amnesty International takes a zero-tolerance approach towards fraud, bribery, and corruption. It is committed to complying with all applicable laws and regulations relating to fraud, bribery, and corruption wherever it operates (including the UK Fraud Act 2006 and Bribery Act 2010 which applies to Amnesty International IS operations both in the UK and globally).

Amnesty International Ltd. has an organizational policy on Anti-Terrorism Vetting and Compliance which sets out the requirements for performing an appropriate level of due diligence

on organizations and individuals to which it provides funds or support, related decision-making procedures, and procedures for reporting and disclosure of specific situations of concern by IS Staff. Amnesty International Ltd. also uses an Anti-Money Laundering Screening Solution to periodically review all open supplier accounts.

The International Finance Team at the International Secretariat help coordinate an annual process which assesses NEs’ internal financial reporting, external financial statements, audit opinions and recommendations and their compliance with the Core Standards and Financial Health Checklists. These findings are shared within the Movement to help inform decision making and help identify risks and control weaknesses.

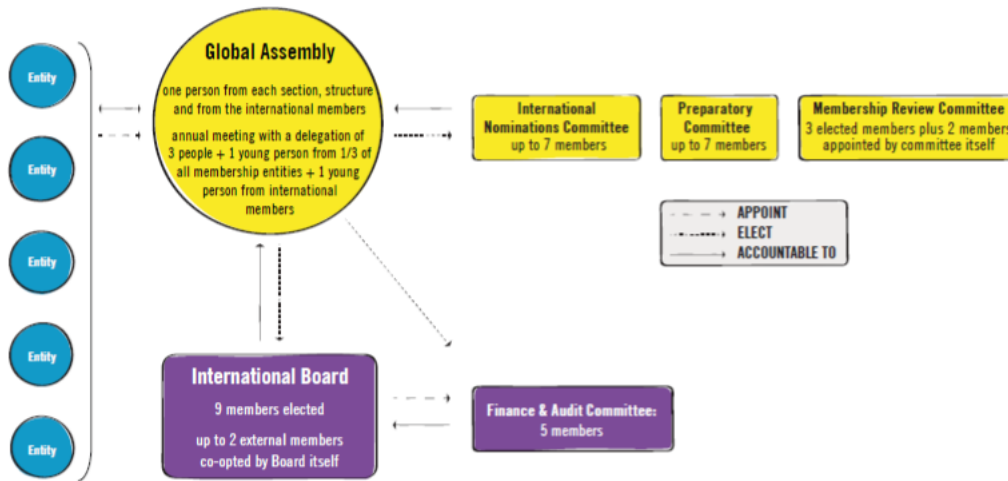
Amnesty International is committed to becoming a learning organization, so when something goes wrong we look to investigate the issue, identify which measures are needed to resolve or prevent this happening again and develop recommendations to strengthen our systems and process which ultimately enhance our ability to fulfil our human rights mission. For example, a thorough investigation was carried out following financial mismanagement in the Zimbabwe entity in 2017 and 2018. The findings and learnings were reviewed and published internally to ensure lessons learnt could benefit other entities. The sanctions imposed on the section by the International Secretariat have now been changed following significant improvements to implement stronger financial controls and reporting at both an entity and Movement level.

## J. GOVERNANCE PROCESSES MAXIMISE ACCOUNTABILITY

<b>J1. What is your governance structure and what policies/practices guide replacing and recruiting new trustees/board members?</b>	<b>Self-assessment</b> <b>4</b>
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Amnesty International is a Movement based on global voluntary membership. The Global Assembly is Amnesty International’s highest decision-making body, made up of one standing representative from each national entity and one standing representative from the international members group. The Global Assembly meets once a year. In addition to the standing representative, each section, structure, and the international members have two more participants in the regular meeting. To ensure youth representation, one young person from one third of sections and structures (on a rotating basis) and one young person from the international members join regular meetings.

The International Board (IB) is made up of nine people elected by the Global Assembly from the Movement. Up to two additional members may be appointed by the IB itself as co-opted members. The International Board in 2020 had 10 unpaid non-executive members (8 elected and 2 co-opted members). Ordinary IB members serve a term of three years with a maximum of two consecutive terms. Co-opted members serve a term of up to two years with a maximum of two terms. The nominations and elections process for the IB is conducted by the International Nominations Committee (INC). The INC is elected by the Global Assembly and comprises 5 elected members. There are several other committees within the global governance framework, such as the Finance and Audit Committee, Preparatory Committee and Membership Review Committee. The International Board may also create sub-committees (for example International Board Payments Committee; Remuneration Committee; Governance Innovation Group), working groups or advisory panels to carry out its own work, in accordance with the Board’s priorities and work plan (please see the Figure below).



<b>J2. How does your board oversee the adherence to policies, resource allocation, potential risks and processes for complaints and grievances?</b>	<b>Self-assessment</b>
	<b>4</b>

As per the [Statute](#) of Amnesty International (para.19), the Board provides global stewardship for the fulfilment of the Movement’s vision and mission and its compliance with global policies and standards. Amongst other responsibilities the Board also oversees the Movement’s and the IS’s finances. The Board meets regularly throughout the year to analyse and provide leadership on strategic, finance, reputation, and risk matters. The Secretary General at each of these meetings also provides a full report outlining key issues for the Board’s attention.

With regards to complaints and grievances, there are several policies in place for both the IS and NEs which contain specific processes. Where relevant, there are designated Board-leads for specific issues, for example there is an identified lead for whistle-blowing matters. The Board additionally has a designated Safeguarding Lead, and in 2020 provided detailed comments to the organization’s Safeguarding Policy, which was approved by the Board in December 2020. The Board is supported in this role by the Finance and Audit Committee who also analyse financial and risk matters for the Movement and the International Secretariat. Each year, including in 2020, a High-Level Budget, followed by a detailed budget is scrutinized by both the Finance and Audit Committee, and the Board, before being final approval by the Board. Due to the Covid-19 pandemic, the Board increased its meeting schedule to be responsive to the crisis, meeting monthly for all of 2020.

<b>J3. What processes and mechanisms does your organization have in place to handle external complaints, including those relating to unacceptable conduct? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.</b>	<b>Self-assessment</b>
	<b>4</b>

The IS has a whistle-blowing policy and uses a company called Safecall to manage cases reported via this mechanism. In 2020 there was one whistle-blowing case. To ensure objectivity, the case was investigated by an external company who recommended several actions. These actions were implemented by the IS and are monitored as a matter of course.

There is a [Feedback section](#) on our website where members of the public can make a comment or complaint about any aspect of our activity or work. How we deal with feedback (including complaints) is outlined in the [Feedback Policy](#) and procedure on our website. Feedback includes any positive or negative comments, or more formal complaints from a stakeholder about our

mission and values, strategies, policies, objectives, decisions, activities, governance, performance, use of resources, or behaviour of our staff, volunteers, activists, and Board members. As stated in our policy, a complaint is a more formal claim that Amnesty International has failed to meet an organizational commitment. This prompts a more formal process aiming for resolution, requiring an investigation, followed by a formal response to the person making the complaint.

All NEs are responsible for ensuring they have feedback and complaints processes in place which allows them to collect and handle complaints. In response to NEs request for more guidance on feedback mechanisms, the Movement Building Programme of the IS developed and disseminated a set of Frequently Asked Questions (FAQs) in 2019 outlining good principles and practices in this area. Specific guidance on handling complaints and conflicts is provided to entities based on ad-hoc demand basis.

The Core Standards, which all entities (including the IS) must comply with, include standards around ensuring effective mechanisms are in place to receive feedback, including complaints, from the public. There are various channels in place to this end, both globally through writing the IS, our website, or social media, and locally (i.e., specific to each NE). Even though larger entities (i.e., with more staff and/or resources) have more developed processes and channels than smaller ones, the core principles of ensuring that feedback and complaints are handled appropriately, confidentially and in a timely way apply to all.

Every year entities report on the number and nature of complaints they received through their Standard Action Report (SAR). In 2020, globally NEs received a total number of 42 complaints. Of these, the majority (26) related to fundraising either through telemarketing or face to face fundraising and Amnesty International’s policy positions. There were a small number of complaints on the conduct of staff (5) and volunteers (5) and partner organizations (4). While NEs addressed these complaints, we do not have specific data on how many were resolved to date.

<b>J4. How are internal complaints handled? Please provide an overview of the number and nature of complaints in the reporting period, how many of those were valid, and of those that were valid, how many were appropriately handled and resolved.</b>	<b>Self-assessment</b> <b>4</b>
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At the IS, all complaints are handled in accordance with the Grievance Policy. In 2020 there were no formal grievance cases, down from 10 in 2019. In 2020 there was one whistle-blowing case (down from 2 in 2019) which did not come via the IS but to the International Board who investigated independently and made some recommendations on particular processes. These were implemented in 2020.

NEs have their own processes in place to handle internal complaints in compliance with their grievance, disciplinary and whistle-blowing policies and in line with national laws. The Core Standards oblige NEs to have complaint, grievance, and whistle-blowing policies and procedures. The IS provides guidance in terms of principles for policies and model policies as well as support in development. Each NE’s management and board are responsible for ensuring complaints are handled appropriately and involve any external/independent facilitators such as investigators or mediators as necessary. Support is available from both the IS and also an independent Movement body to help complainants, respondents, and investigators at the NE level. If serious complains are not resolved satisfactorily at national level and fair, just processes not followed, there is the possibility to raise complaints to the International Board who have the authority to intervene under the [Statute](#). There were a total of 38 internal complaints reported by NEs, 15 have been related to racial issues, and others not falling in any category (12), third prevalent being sexual



harassment and one being reported is bullying. The complaints led to a total of 6 disciplinary actions by NEs. There were only 6 complaints within 3 NEs that were related to board members, whilst the majority of complaints related to fellow staff members. The racial grievances are concentrated in a few of the NEs.

<b>J5. How do you make decisions about the need for confidentiality and protecting the anonymity of those involved?</b>	<b>Self-assessment</b>
	<b>4</b>

The IS have agreed a confidentiality statement with the Union that allows for confidentiality to be breached in a case where there is a perceived risk of harm to self or others. This was developed as a tool to support our counselling service, psychological first aiders or anyone else who find themselves on the front line of a discussion about a staff member's mental health. This would be invoked if a risk of harm were perceived through a whistle-blowing or grievance case as well. Otherwise, the default would be to preserve anonymity unless an individual has given permission for that to be breached.

Confidentiality is offered for all involved except in exceptional circumstances, such as harm to self and others. Exceptions are explained up front and consent is always sought before information is shared with additional people. If information must be disclosed and the complainant does not consent, then steps are taken to minimize the impact on the complainant. They are involved in identifying any solution needed and they have full opportunity to discuss their needs and the reasons for the disclosure. Information is shared only on a need-to-know basis and name and other identifying details are removed. Where possible and practicable information is shared verbally instead of in writing unless there are legal or other considerations. Emails are marked confidential and if required, other controls are added such as disabling forwarding. At national level, these same principles are reinforced but it will vary entity to entity depending on legal context and culture.

## K. LEADERSHIP IS DEDICATED TO FULFILLING THE 12 COMMITMENTS

<b>K1. How is the governing body and management held accountable for fulfilling their strategic promises including on accountability?</b>	<b>Self-assessment</b>
	<b>4</b>

An independent International Nominations Committee, elected by the Global Assembly, assesses skills gaps in the governing bodies including the Board when vacancies arise. Targeted recruitment to address skills gaps takes place, and use is made of co-opted members to further strengthen skills areas. There was no Board recruitment in 2020 as no vacancies arose. Work was undertaken by the International Nominations Committee at the end of 2020 to identify skills gaps ahead of the vacancies arising in 2021. This has informed the recruitment process currently underway.

Due to the pandemic in 2020, the International Board's work on its own individual and collective appraisal work was paused. This is planned to resume in 2021. In addition, the Board has committed to upholding the UK Charity Governance Code to further strengthen accountability and governance at the IS. Benchmarking is carried out, and the results used to drive forward good governance. An example of direct action from the last benchmarking undertaken in 2019 was a focus on Board skills and composition, with the outcome that two co-opted members joined the Board in January 2020. The UK Charity Governance Code was updated in December 2020 and benchmarking against the new code is underway.

Due to changes in staff, an appraisal process for the Secretary-General was not carried out in 2020. This is already in train for 2021. Annual appraisal processes with 360 feedback is in place

for all IS management staff.

While the global governance process has accountability built in the processes and protocols, there has also been specific work around developing an overarching Accountability Framework for the Movement so that there is clarity for all in terms of what accountability means, who is accountable for what and what the expected standards are. There had been a detailed review carried out of the state of accountability within Amnesty International and recommendations to develop a simplified and integrated framework which aligns the various standards and processes. Since 2019, the Global Assembly was presented with a conceptual Accountability Framework and a working group and project board with NE and IS representatives have been engaged in developing the framework. The first part of this had been to review the Core Standards and also how we bring in a common definition of accountability to align it with the delivery of our next global strategic framework. It is hoped that an integrated overarching accountability framework would be ready by 2022.

<b>K2. What steps have you taken to ensure that staff are included in discussing progress toward commitments to organizational accountability?</b>	<b>Self-assessment</b> <b>4</b>
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At the IS, the work on employee experience, racial equality, diversity, and inclusion is delivered in a way that champions transparency. Plans have been communicated as widely as possible; reports are shared regularly with the International Board and all staff, including at all staff meetings. Pulse surveys and other data collection tools have been used to allow the IS to obtain a richer and more comprehensive overview of employee experience.

Regarding the work on anti-racism specifically, in 2020, the International Board appointed Howlett Brown, an external expert on racism in the workplace, including anti-Black racism, to conduct focus group discussions with racialized employees at the IS and get an early and independent sense of staff views and experiences. The key theme explored in the focus groups was the existence of systemic and individual acts of racism in the International Secretariat, providing staff with the opportunity to confidentially discuss and reflect on their experiences.

Financial decision-making is communicated widely at the IS where staff are informed of the Secretariat’s financial situation. For example, the IS recently found itself in a position of better-than-expected income so the management team were invited to apply for additional positions in their teams through a fair business-case process.

In addition, NEs have been invited to take part in consultations on the Draft Accountability Framework developed in 2019 and, based on their interest and capacity, to join the project board and reference group that helps shape the Framework. Communication on the progress of this work is shared with national entities and the International Board on a regular basis. More detailed consultation with national entities is expected in 2021-22 in order to finalize the Framework and adopt an updated set of Core Standards that would ensure even greater emphasis on organizational accountability.

<b>K3. What is your accountability report’s scope of coverage? What authority or influence do you have over national entities and how, specifically, are you using it to ensure compliance with the accountability commitments and to drive the overall accountability agenda?</b>	<b>Self-assessment</b> <b>4</b>
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This Accountable Now submission is primarily based on the information collected annually from our national entity reporting mechanisms, the Standard Action Reports (which 94% of entities completed in 2020) and the Core Standards (which entities assess themselves against every two years). The Core Standards were agreed by the Movement at the International Council Meeting

(ICM) in 2013 to ensure quality governance at international and national level by encouraging national entities to identify areas in need of improvement and act on them. Self-assessment rounds were carried out in 2014, 2016, and 2018. The Core Standards are currently under review to strengthen their effectiveness and application so data for 2020 is not available for this report.

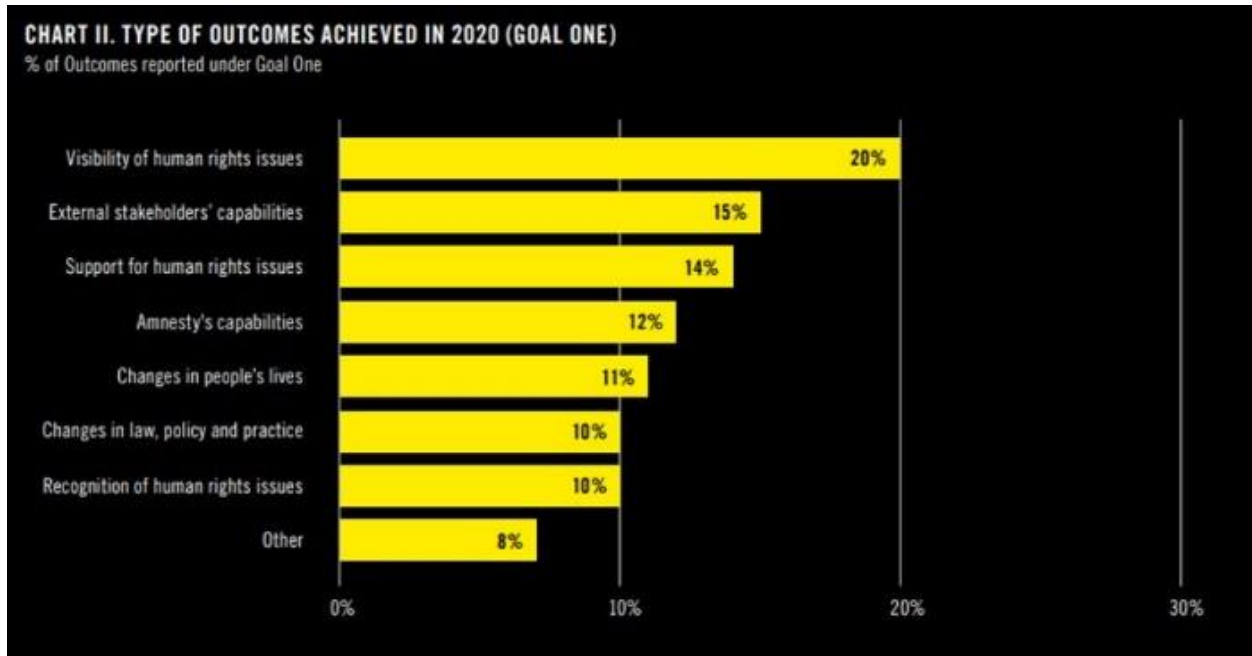
With respect to financial information, all legal entities of Amnesty International are expected to adhere to local generally accepted accounting principles in preparing their own statutory financial reports. For consolidation purposes, Amnesty International’s entities report quarterly financial results under a common charter of accounts and reporting mechanism, which is compliant with International Financial Reporting Standards principles. This financial information is analysed and used for the production of our internal global management accounts and external global financial report (available on the global Amnesty International [website](#)).

Information on the IS was gathered from our IS portfolio reporting (80% of IS projects completed a project review in 2020) and input from a number of IS offices/Programmes.

The content and analysis of the Accountable Now Report is brought to the attention of Senior Management at least twice a year (to reflect on the Independent Panel’s feedback and to review the analysis emerging from the internal reporting processes). In the chapters we have indicated specifically when the response is only applicable to the IS or only to NEs. If not stated, then it is applicable to the Movement.

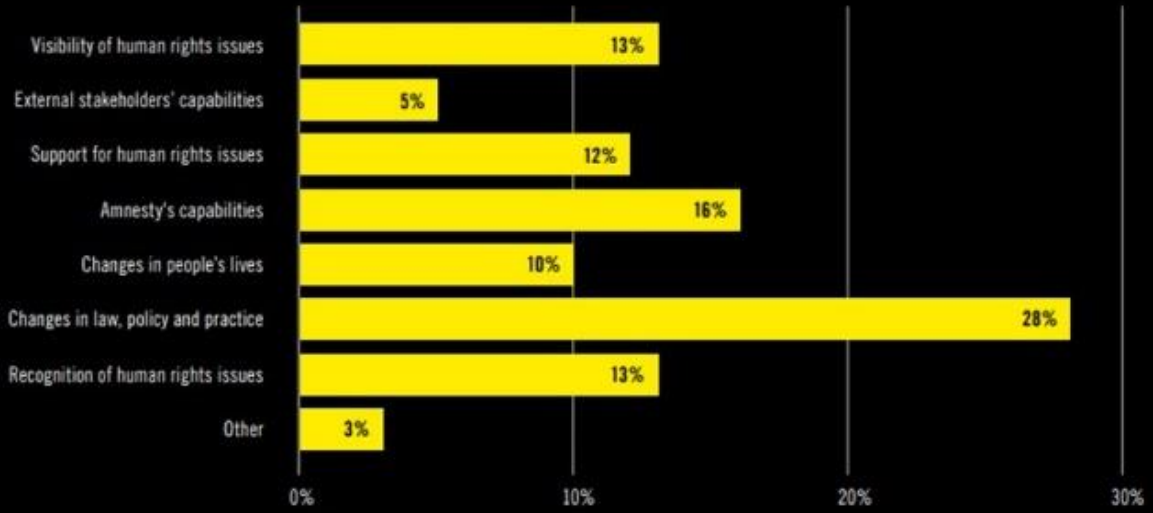
**ANNEX**

**Annex 1 - Types of Outcomes Achieved in 2020 Goal 1-4**



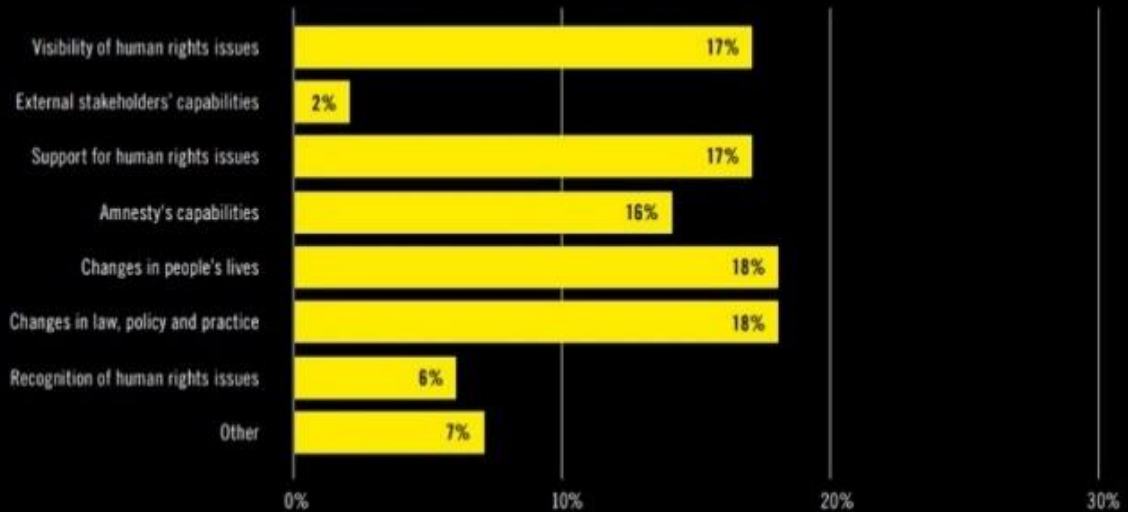
### CHART III. TYPE OF OUTCOMES ACHIEVED IN 2020 (GOAL TWO)

% of Outcomes reported under Goal Two



### CHART IV. TYPE OF OUTCOMES ACHIEVED IN 2020 (GOAL THREE)

% of Outcomes reported under Goal Three



### CHART V. TYPE OF OUTCOMES ACHIEVED IN 2020 (GOAL FOUR)

% of Outcomes reported under Goal Four

