



Amnesty International Independent Review Panel Feedback

**Interim Accountability Report 2021
Review Round September 2022**



Amnesty International

Feedback from the Independent Review Panel

Review Round September 2022

October 10th 2022

Dear Agnès Callamard,

Thank you for submitting your accountability report. The Independent Review Panel of Accountable Now appreciates your efforts to strengthen accountability to communities, local partners, supporters, staff, donors, and other key constituencies. Our key focus is on accountability to those you serve. It is against this background that we reviewed your report and came to the individual assessment below.

Amnesty International's fourteenth report is an interim report that addresses the Panel's last feedback on the main likes/dislikes from stakeholders and organisation's response, pay scale, gender pay gap and top salaries, staff development.

Overall, the Panel felt that Amnesty International fully addressed the issues raised in the last report, with positive developments indicated in most areas. The Panel was also pleased to see a range of different initiatives being taken up, and looks forward to hearing about the outcomes and impact of their implementation in the next full report.

We look forward to discussing our feedback with you in a follow-up call, which the Secretariat will be in touch to schedule. This conversation will form the basis for your response letter, which will be made publicly available on the Accountable Now website along with your report and this feedback letter.

If you have any other feedback or comments on our work, please share them with us by sending them to the Accountable Now Secretariat.

Yours sincerely,

Accountable Now's Independent Review Panel





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Opening Statement from the Head of Organisation

The opening statement from the Secretary General Agnès Callamard highlighted the challenging context for civil society and justice in 2021 (and beyond). A key internal achievement highlighted was the approval of Amnesty International's new 8 year (2022-2030) Global Strategic Framework (GSF). The GSF's two key priorities are freedom of expression and civic space (as priority 1), and equality and non-discrimination (as priority 2). Notwithstanding this, the report emphasised the challenges faced in delivering the GSF, due mainly to shrinking civic space (with the closure of its offices in India and Hong Kong given as examples).

The Panel acknowledges the organisation's commitment and actions in addressing racism and discrimination internally. Given the acknowledgement of pervasive racism (regarding the recent enquiry in the UK), and that there is a significant need for improvement in working culture, leadership and governance oversight in the organisation, the Panel requests information on the actions taken by Amnesty International to address these issues in the next full report.

Cluster B: Stakeholder Involvement

E. We listen to, involve and empower stakeholders

E3	<p>Main likes/dislikes from stakeholders and organisation's response</p> <p>The report shared high-level statistics on how National Associations involved stakeholders (i.e. activists, partners, and communities), with a number of examples given. Stakeholder involvement primarily takes place during the Planning and Implementation phases of the project cycle. With regards to this, information on how the organisations/National Entities closes the feedback loop with the different stakeholders would be beneficial.</p>	3
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	<p>For the next report the Panel would like to see how internal stakeholders such as staff and volunteers are engaged, as honest two-way dialogue would lead to a higher level of empowerment, and create more of a platform for staff to raise concerns.</p> <p>Given the organisation's work in providing training, and shifting the work culture internally, in its next report, the Panel suggests that Amnesty International focus on how it collects and acts on feedback received from staff and volunteers. In this way, the organisation will be able to better reflect more on how the mechanisms it has introduced are working (alongside understanding where potential gaps may be there).</p>	
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G. We are transparent, invite dialogue and protect stakeholders' safety

G2	<p>Pay scale, gender pay gap and top salaries</p> <p>The organisation's Equal Opportunities and Diversity Policy states that the organisation is committed to fair pay for equal/equivalent work. The most up-to-date cumulative total for the highest five salaried staff within the organisation is listed, as are the gender ratio and mean gender pay gap (for the UK only). Details on ratios between the highest and lowest salaries however are not shown. As Amnesty International is reporting as a federation, the Panel would like to see further information about the gender pay gap and salary information across the different offices.</p> <p>The Panel notes Amnesty International's continued participation in the Fairshare Monitor, and hopes that it continues this practice into the future. It also recommends that the organisation makes its pay scale publically available, and ensures that salary information on its website is up-to-date to advance further transparency for its staff, both current and incoming. The Panel would also like to see more concrete breakdowns of how pay scales are determined in future reports.</p>	2
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Cluster C: What We Do Internally

H. Staff and volunteers are enabled to do their best

H2	Staff development	2
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The Panel is pleased to see that the International Secretariat is focusing on supporting staff through its Stress and Resilience programme and Duty of Care training (for its managers). The report provides the statistics behind how relevant training is being taken up, improving on the Panel's previous comments.

The report also highlighted the organisation's commitment to racial equity through the introduction of mandatory Racial Equity, Diversity and Inclusion training and a working group on racial equality, diversity and inclusion (REDIG). The Panel noted that these initiatives, alongside how the REDIG meets regularly to review and improve upon feedback, are a positive step forward, and an improvement on the previous report.

The Panel also noted that the organisation provided additional information on how racial equity training is being contextualised for different regional offices, which is an important step to ensure that values are lived throughout the organisation.

Staff development opportunities within the organisation are also made clear within the report, showcasing the range of options available (mainly via staff access to LinkedIn Learning).

For the next report, the Panel would also like to see the process of staff appraisal further explained, including how often this takes place and who is involved. The Panel considers that staff appraisal would also provide a space for feedback on how staff development is being received.