

# Accountable Now 2022

## Answers to 5 Core Questions

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## OPENING STATEMENT

In 2022 human rights were truly under siege, and there is no sign of respite in 2023. Arguably, the events of the past year deeply affected what the world will be like in the decades to come. Amnesty has been also affected by this torrent of human rights violations. The Russian authorities have closed our office in Moscow and the invasion had a devastating cost on our presence in Ukraine and colleagues there. But when we think of 2022, let us recall not just the commonality of human suffering and erosion of norms, but also iconic acts of defiance in by women, girls and their allies in Afghanistan and Iran. Let us also remember the thousands of people who came together to write letters and sign petitions in support of human rights.

I mention those who act in defiance for they remain the guiding light for us all, and for global leadership that has largely failed to respond effectively to conflicts, address climate change, move decisively against inequality and hear the plights of the oppressed. Even when the global community comes together, as it did to respond to Covid-19 and the Ukraine war, double standards remain at the fore. It is therefore up to us to elevate the voices of those on the ground and as Peter Benenson wrote in the *Forgotten Prisoners* “experience shows that in matters such as these, governments are prepared to follow only where public opinion leads.” So let us generate public opinion that stands for and leads to justice for everyone and everywhere.

We have shown our ability to do just that in 2022. Amnesty’s work on the apartheid of Palestinians in Israel has pushed the realization of the presence of this crime in the public domain. Our research into how Meta’s dangerous algorithms and reckless pursuit of profit contributed to the atrocities perpetrated by the Myanmar military against the Rohingya people has reinvigorated the calls for accountability and reparations. Millions have heard our calls for migrants’ rights in Qatar of World Cup watchers, and they continue to pressure FIFA and the Qatari authorities to be held to account. At COP 27, we elevated calls not just for climate justice but also for the release of activist Alaa Abd El-Fattah. We also shed light on systematic racism present in the treatment of refugees and migrants in the United States, Spain, Morocco and Latvia. The above are just some examples of Amnesty’s leadership made possible through the support of our members and the excellent work of our colleagues around the world. To continue being effective and impactful, we must remain united, prepared to speak together on global crucial issues and adapt to the challenges of our times.

We have gone a long way with regards to our internal policies and processes as well. Only a year ago, I announced the launch of an action plan to advance anti-racism in our organisation. With the help of expert colleagues and the commitment from all parts of the movement, today we report encouraging statistics showing that more than half of the movement has made progress towards anti-racism measures. Indeed, by end of 2022, 70% of IS programmes and regional offices and 87% of national entities had developed bespoke anti-racism plans. At the IS, we delivered improvements in the performance management, recruitment, and procurement processes and trained staff on diversity, equality, and inclusion. Our work, however, is not finished. Being an anti-racist and diverse organisation is an ongoing journey we must all continue to embrace. At the IS, we will continue to embed anti-racism principles into our policies, processes, and practices to tackle racism at a systems level.

We continue working towards advancing our well-being agenda. In 2022, 60% of Amnesty entities (including the IS) reported progress in well-being, with an increasing number of staff members having access to psychological and healthcare support. Higher response rates to individual surveys also indicate a higher staff engagement on the issues of employee experience and well-being at Amnesty. Looking after ourselves and becoming more resilient is paramount to our ability to progress work and is key to success. It is also at the foundation of our values. Adopting the Guiding principles for feminist leadership at the last GA also provides us with a splendid platform to advance our organisational values. We are, too, putting the basics in place for this work.

2022 also saw us moving towards “post-pandemic” ways of working. At the IS, this meant defining our principles and practices for hybrid working. We have done this in inclusive and participatory ways so that staff could decide their terms according to the needs of specific teams. Indeed, we have also surveyed IS staff about their experiences of hybrid working so that we can adapt as a result. For many at the IS, hybrid working has contributed to improved team productivity and wellbeing.

2022 also signalled a return to more in-person meetings following the easing of travel and other restrictions many countries imposed during the pandemic. As we embrace once again the many advantages of meeting face-to-face across locations, we do so cognisant of our commitment to mitigate global warming and to become carbon neutral by 2035. Indeed, this report helps us monitor our progress towards this commitment.

In carrying out our mission in more adverse and complex contexts, we faced challenges, which led us to pause and reflect on our internal practices and ways of working. The legal and independent reviews undertaken following the extended Ukraine Press Release will provide invaluable lessons learnt to address shortcomings. In 2023, I will be more committed than ever to driving Amnesty forward as a learning organisation to ensure that we, as a movement, become even stronger, more united, and more resilient in the face of future challenges.

As always, reporting for Accountable Now is a key moment for us, to reflect on our work and make sure we are adhering to the highest standards of accountability.

Dr Agnès Callamard

Secretary General of Amnesty International

**CORE QUESTION 1: WHAT HAVE BEEN YOUR MOST SIGNIFICANT ACHIEVEMENTS AND IMPACTS THIS YEAR AND HOW HAS THIS BEEN**

## VALIDATED WITH YOUR STAKEHOLDERS?

In 2022, Amnesty International achieved considerable results within both strategic priorities as well as flexible areas of work, as outlined in its [2022-2030 Global Strategic Framework \(GSF\)](#).

With regards to Amnesty's work on freedom of expression and association (Priority 1, Outcome 1.1), worldwide regressions and an adverse political environment both hampered and created opportunities for Amnesty's work in this area. On the one hand the International Secretariat (IS) and national entities (NEs) alike reported facing social and political hostility; on the other hand, the obvious salience of the issues created opportunities for impact. Most of the successes under outcome 1.1 fall under two areas. First, supporting human rights defenders (HRDs), in particular individuals who were granted protection, released from detention or whose detention conditions were improved, especially in East, South and North Africa, in the Middle East and in Europe. Second, regulating technology, especially in relation to investigating about the legality of the [Pegasus Project](#) in EU countries and combating internet shutdowns, media blocking and the criminalisation of "fake news". Amnesty's work on prevention and accountability around the right to peaceful assembly (Priority 1, Outcome 1.2), found receptive audiences among international bodies and mechanisms such as several UN treaty bodies and saw successes achieved through strategic litigation. Amnesty's level of influence over national governments was less consistent.

Amnesty's work on promoting gender, racial and intersectional justice (Priority 2, Outcome 2.1) formed a significant part of Amnesty's overall portfolio, accounting for more than a third of Amnesty's impact under the second priority of the GSF, and a fifth overall. Much of the work was around gender, with a small increase in the volume of work on racial justice. The strongest evidence of impact was on sexual and reproductive rights in both Europe (especially in relation to consent-based rape through the *Let's Talk About Yes* campaign) and the Americas (especially on the right to abortion).

Amnesty's work on strengthening rights to health, housing, and social security (Priority 2, Outcome 2.2) was generally well-aligned with major moments and political priorities in the world. The headline was the climax of Amnesty's decade-long focus on migrant workers' rights in Qatar as the men's football World Cup took place at the end of 2022. Amnesty has been a key global player in holding FIFA and Qatar accountable on the violations on labour rights by demanding a remediation programme for migrant workers. Leveraging the power of sports to drive human rights progress, Amnesty built a strong and unprecedented case about the responsibility of sporting bodies to remedy the human rights abuses that they failed to prevent and mitigate. Other results we contributed to include the reformation of Qatar's labour system and helping hundreds of workers to receive their unpaid wages. Amnesty's impact under this priority also included strengthening COVID-19 vaccines equity, some normative innovation on social protections, and consolidating a reputation as a champion of ending forced evictions.

With regards to climate justice (Priority 2, Outcome 2.3), Amnesty played its part in securing the historic loss and damage agreement at COP27 and contributed to the landmark July 2022 UN General Assembly resolution recognising the right to a clean, healthy, and sustainable environment. Amnesty also secured successes with corporations through advocacy and litigation. For example, Amnesty Sweden successfully pressured Handelsbanken, a bank, to change its policies around fossil fuel investments. In the Americas, the IS focused on protecting environmental HRDs, including securing the release of Indigenous Mayan environmentalist Bernardo Caal Xol in Guatemala and the Guapinol Eight in Honduras.

Finally, in relation to protecting the rights of refugees, migrants, and people on the frontline of crises (Priority 2, Outcome 2.4), Amnesty addressed crises in a range of countries, including Ukraine, Myanmar, Afghanistan, Ethiopia and South Sudan. It did so by pressing the parties to conflicts to abide by the principles of international humanitarian law and demanding that governments and international institutions take meaningful action to protect civilians, including refugees and internally displaced people. In its work on refugees, Amnesty had some success with international bodies and courts. For example, Amnesty Canada Anglophone worked with partners on a legal intervention with the Ontario Superior Court of Justice which dismissed Canada's denial of essential healthcare to a woman with irregular migration status.

We conducted [8 impact studies](#), interviewing external and internal stakeholders on pieces of work they were involved in. Consulting with partner civil society organisations and sharing power with them, as well as being guided by rightsholders, survivors, impacted communities, and activists were some of the key elements

that allowed Amnesty to achieve impact in most of the thematic and geographic areas covered in these 8 case studies. For example, in regard to the work on the rights of black Haitians seeking asylum in the USA, Amnesty was guided by rightsholders and partners from the beginning to shape the work in sometimes surprising ways. Haitian migrants focussed Amnesty’s attention on their experience in the USA, not in Haiti. The significance of situating that experience in its historical and social context was made clear by further interviews with Black-led partner organisations who later joined the Advisory Group to guide advocacy. This played a pivotal role in securing Amnesty’s successful advocacy and research results.

Key actors in Amnesty came together during the Impact and Learning Week in March 2023 to look at the impact studies and discuss main ingredients for impact. The main output of the event was the [Impact Manifesto](#), which provides an overview of these key ingredients that contributed to Amnesty’s impact in 2022. It helps analysing why we have managed to bring about change and what we need to do in order to move forward.

The 2022 Human Rights Impact and Progress Report was discussed at Regional Forums in March 2023<sup>1</sup> and at the Global Assembly in August 2023.<sup>2</sup> NEs submit accountability questions about strategy, finance, research, IS’ ways of working and governance ahead of the Global Assembly. Written answers were collected and discussed at the annual Global Assembly meeting as part of the accountability session.

## **CORE QUESTION 2: IF APPLICABLE - HOW HAVE YOUR ORGANISATION’S ACCOUNTABILITY PROCESSES BEEN IMPACTED BY SIGNIFICANT INTERNAL OR EXTERNAL CHANGES OVER THE REPORTING PERIOD?**

An external and internal controversy erupted on 4 August 2022 when Amnesty published an extended press release on violations by Ukrainian forces of international humanitarian law. Because these forces were also the victims in a war of aggression, Amnesty was criticised for playing directly into Russian propaganda by reporting on the Ukrainian forces’ violations and undermining the Ukrainian war effort and civil society. Amnesty suffered reputational, financial and membership loss in some countries in Europe, North America and Australia. To ensure that lessons would be drawn from this incident, Amnesty commissioned two independent reviews. We published the [results](#) of these reviews on our website in May 2023, and accepted their recommendations regarding strengthening risk assessment and quality assurance, better addressing disagreement and dissent, and enhancing collaboration. For example, we have immediately put these recommendations to use in our response to the Sudan crisis. We are also implementing the recommendations regarding output approvals and quality assurance processes. Our tracker of all Ukraine review recommendations allows us to keep track of all actions taken, their impact and the next steps.

In addition, we have established a monitoring mechanism for all approved recommendations emerging from organisational reviews – not just on Ukraine. Through this mechanism, the IS Senior Leadership directly supervises the implementation of recommendations and regularly updates the International Board on progress made.

As highlighted in both our [2020 Report Response Letter](#) and [2021 Interim Report](#) to Accountable Now, becoming an anti-racist organisation has been a key priority for the organisation over the past two years. We developed anti-racism Action and Accountability Plans and a Results Framework for implementing our anti-racism strategy. We have put in place a key performance indicator to monitor how many entities globally

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<sup>1</sup> Regional Forums are annual meetings where entities from a region as well as representatives from the IS gather to discuss – among other things – social, political, human rights, environmental, economic issues affecting the regional and ways Amnesty can address them; Amnesty’s governance in the region; the operationalisation of Amnesty’s GSF.

<sup>2</sup> The Global Assembly is the highest decision-making body in Amnesty International. It is made up of 64 standing representatives from each membership entity and makes decisions on statutory items like the global strategy, the policy framework on contentious human rights issues, the international financial assessment system and electing the International Board. Each year, the Global Assembly meets at the Global Assembly Meeting.

(including the IS) make progress in implementing anti-racist policies and policies that support feminist leadership as well as in delivering wellbeing for all. Overall, in 2022 74% (49 out of 66) of entities (which includes the IS as one entity) have indicated improvements to practices, work environment, and representation to become an anti-racist, non-discriminatory organisation.

Efforts to mainstream work on gender, racial justice, and intersectionality have included revising Amnesty's writing guidelines and house style manual to ensure inclusive and neutral language.

The IS and 42 out of 65 NEs (65%) met most of the wellbeing criteria, with most progress on having wellbeing plans, implementing wellbeing surveys, ensuring staff access to healthcare and psychological support, providing flexible working options, and offering sick leave. However, there is a need for more focus on supporting the mental health of staff.

Various tools have been developed that will guide Amnesty's work on Racial Equity, Diversity, and Inclusion (REDI). In the IS, significant progress has been made towards the review of policies, improved recruitment approaches, and learning resources. There is ongoing co-creation of anti-racism plans for programmes and Regional Offices. 20% of NEs across the regions have developed their anti-racism plans through direct engagement with multiple stakeholders including Capacity Building Coordinators and National Directors. The main challenge is the lack of financial and human resources within entities to develop and implement their anti-racism plans, yet an underutilisation of internal anti-racism funds.

### **CORE QUESTION 3: HOW HAS YOUR ORGANISATION LEARNED FROM REPORTED INCIDENTS, COMPLAINTS AND GRIEVANCES RECEIVED IN THE PAST YEAR? (THESE MAY INCLUDE SAFEGUARDING, FRAUD, CORRUPTION, WHISTLEBLOWING, INTEGRITY VIOLATIONS, ETC.)**

The IS tracks all formal complaints, whistleblowing and grievances centrally and report to the international board twice a year. All grievances are raised with the relevant human resources business partner, and they are collated and monitored by our employment lawyer. In line with our Grievance Policy, all investigations are conducted externally for impartiality and cover a range of issues. 5 grievances in total were raised in 2022 within the IS.

Amnesty has recently adjusted its practices when it comes to dealing with reported incidents, complaints and grievances based on learnings from the past. For example, previously, we had used one external provider to support our investigation process. We found that this meant that we were not always able to adequately find expertise that best suited the nature of the complaints. Therefore, we have diversified our providers for conducting investigations to ensure that we have a range of expertise and experience to best match each type of complaint. Our global People and Organisational Development Programme have developed an internal employee training programme to ensure that all employees are familiar with internal processes on how to raise a grievance and what to expect if raising a concern. This training also explains the difference between a grievance and whistleblowing. This is being rolled out by prioritising the teams where we have had the most issues. However, the plan is to make this a generic training for all going forward. Based on the nature of the concerns raised, we have also found that line managers' experience in dealing with people management matters (including but not limited to conflict management, probation periods, etc.) is inconsistent and therefore we have been looking at what information we can include on our managers hub to help fill these gaps as well as launching a new Management Training Programme. Additionally, we are updating and reviewing our grievance policy and there is an intention to follow this update with specific line managers training.

In total 539 staff at the IS have completed the Safeguarding Essentials course since it was introduced last year. This includes staff who have subsequently left the IS, International Board Members, and some Section staff. In 2022 only, 73 IS staff completed the training – these would have been new joiners to the organisation completing the training as part of their induction. An in-person Child Safeguarding training was done in March 2023 at the IS London office with 20 colleagues from different regional offices and co-facilitated by an external

consultancy company – Keeping Children Safe. One of the gaps identified during those sessions was on the content of the child safeguarding part of the policy, which was deemed too brief especially given the limited internal knowledge on safeguarding best practices. Consequently, there is an ongoing revision on the Child Safeguarding part of the policy, to expand the content. Further, there is a development of thematic guiding tools to support teams working with youth and children. This process is being done with input from different department’s colleagues.

Two separate online trainings have been developed and made accessible to both the IS and NEs. Both courses were developed with input from different thematic teams and in collaboration with a Consultancy company – Safer Edge. These new courses are the Introduction to Safeguarding at Amnesty International, which is currently available in English, French and Spanish, and the Safeguarding Focal Points training, whose content is geared towards those colleagues that will support their teams on Safer programming procedures as well as Management teams. The course is currently available in English only and soon will be translated into other languages including French and Spanish, to make them accessible to a wider audience.

A dedicated internal webpage with all relevant tools such as Safeguarding risk assessment, Complaints receipt and Survivor Assistance guidelines, among other related info regarding safeguarding, is available on our IS intranet. Work is ongoing on how that page can be made accessible to NEs.

The Safeguarding Implementation framework has been added to the risk register for regional offices to ensure that the minimum requirements are being factored into their programming and is part of what they report on. With regards to NEs, a total of 42 grievances were reported by sections across all regions in 2022, the majority of which were related to staff and volunteers’ bullying and harassment. 21 of these grievances were resolved. Of these, 15 were resolved in a way that was perceived by the complainants as fair and equitable.

## **CORE QUESTION 4: INTERNALLY, HOW HAS YOUR ORGANISATION PRACTISED A MORE DYNAMIC APPROACH TO ACCOUNTABILITY?**

In 2022, we rolled out a set of Key Performance Indicators (KPIs) to track the Movement’s progress against the global outcomes set out in the Global Strategic Framework. Alongside measuring progress in the areas of human rights impact and strengthening our core capabilities, these KPIs aim to track any advancements around internal processes and learning.

With regards to anti-racism<sup>3</sup>, 74% (49 out of 66) of entities (which includes the IS as one entity) have indicated improvements to practices, work environment, and representation to become an anti-racist, non-discriminatory organisation.

Based on the 2022 IS Diversity survey, which was conducted as part of the Employee Experience Programme (EEP), the IS is less diverse in four areas of the protected characteristics – race/ethnicity, gender, disability and age. As part of the EEP survey, there were 19 new questions around equality, diversity and inclusion commitments. Some of the main findings are that:

- 50% of employees at the IS feel that there are opportunities for them to succeed at the IS, although there is a large sample that responded ‘neutral’.
- 44% of IS employees feel that it is safe to call out racism, with a large number who feel unsure.

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<sup>3</sup> When looking at becoming an anti-racist organisation, we consider the symbolic changes (representation), attitudinal changes (empowerment), and structural changes (practices and policies). The area where the Movement has made most progress in 2022 is primarily around attitudinal changes through capacity building, and empowerment to work and account for anti-racism. Structural changes around our organizational policies and practices as well as ensuring our human rights work incorporates an anti-racist lens has seen progress in 2022 as well. Symbolic changes around BIPOC employee representation is where there have been little improvements in 2022, but as we do not have 2021 figures or did not collect this data in the past, the data presented below will act as a baseline.

- 42% feel there are good policies and 41% feel that the Coalition Leadership Team (CLT) is committed to Equality, Diversity, & Inclusion; the high neutrality offers areas to improve on.
- A third of respondents feel that there is commitment to diversity at senior levels and that the IS works to attract and retain those from diverse backgrounds.

Other key interventions from 2022 include 14 workshops that were attended by 188 IS staff members on power, privilege and intersectionality; identifying and responding to racism; and common theories and approaches to anti-racism practice.

Additionally, 57% of IS staff in 2022 completed the mandatory Racial, Equity, Diversity and Inclusion training. Only 40% of staff based in Regional Offices completed this training.

Other efforts have also been initiated such as having LinkedIn Learning resources available with key tools on, among others, how to handle microaggressions, how to lead a diverse team as a BIPOC manager, and white fragility; 3 series of trainings targeted to Managers on matrix management, conflict resolution and microaggressions, to be extended to staff at large; and the signing of a partnership with the Business Disability Forum for Disability inclusion which gives people managers access to tools, guidance, policy reviews and advice on disability inclusion related matters and programming.

Based on the 2022 EEP survey results, we can see that:

- Just over half of IS employees are aware of mechanisms for reporting bullying and harassment. It should be noted that 19% also answered neutrally.
- 25% of IS staff do not feel confident to report discrimination, which is much below the benchmark.
- A high number of colleagues (percentage unavailable) are unsure whether harassment is taken seriously.

With regards to organizational policies and practices, the IS has revised the [Racial Equality, Equal Opportunities, Diversity and Inclusion Policy](#) which has been translated to French and Spanish. Anti-bias tools have been adopted to review job adverts, though these tools are not applied to job descriptions yet. All IS job adverts are currently reviewed with anti-bias tools, except for job descriptions. However, IS Programmes and Regional Offices had not adopted an anonymised or blind recruitment approach in 2022.

IS Regional Offices and Programmes are in the process of completing individual anti-racism plans. These plans are an important step to drive implementation of anti-racism actions within IS teams. In 2022, 4 out of 7 IS Regional Offices developed plans and advanced on implementation (Europe, South Asia, East and Southeast Asia and the Pacific, and Southern Africa Regions); and 7 Programmes completed their plans (CFO Directorate, Research and Advocacy Programme, Global Relief Programme, Amnesty Tech, Movement Building and the Global Campaigns and Education Programme).

Finally, in 2022, 116 (84%) IS-led projects integrated intersectionality, gender-mainstreaming, and anti-racism in their work. This included:

- 66 projects considered how marginalized and/or discriminated groups and those suffering multiple forms of discrimination are impacted differently by the same issue in our human rights work (for example campaigns, research, HRE, use of multiple languages, etc.).
- 54 initiatives used multiple languages that considered the different needs and identities of different groups of people.
- 45 initiatives involved diverse voices, for example those suffering from discrimination because of gender, sexuality, disability, race, or others, in our mobilisation and fundraising strategies ensuring their perspectives and needs were considered meaningfully.
- In 39 initiatives, concrete steps were taken to ensure that our work did not reinforce gender and racial stereotypes, power imbalances or inequalities in our human rights work.

At national entity level, entities have focused mostly on 'attitudinal' changes which include capacity building and training of staff on anti-racism. This is followed by 'structural' changes which include changing organizational practices and policies and doing human rights work through an anti-racist lens. The area that has received the



least focus has been symbolic changes which includes female and BIPOC representation.

In relation to wellbeing of staff and volunteers, the IS and 42 out of 65 NEs (65%) met most of the wellbeing criteria, with most progress on having wellbeing plans, implementing wellbeing surveys, ensuring staff access to healthcare and psychological support, providing flexible working options,

In 2022, the IS has continued to make progress on various elements related to wellbeing for staff as there is no data available in terms of Boards or volunteers. Where attention needs to be given includes the records of numbers of staff leaving due to stress reasons and information on how staff feel they are equipped to cope with stress, pressure, and mental health issues.

At IS level, the 2022 engagement survey, and our employee assistance provider's data on reasons for referral indicate a need to explore solutions to the key sources of stress within the IS, namely pressure and change, lack of resources and high workload, and lack of strategic prioritisation. Also, the People & Organizational Development Programme recommended to provide more regular check-ins from Managers to staff to review wellbeing within their own teams and from Programme/Regional Directors within their Programmes/Regional Offices. Managers should encourage staff to take advantage of the wellbeing activities on offer throughout the IS. A new engagement survey provider was selected in Q4 2022, which will enable the organization to run more frequent surveys. Regional Office/Programme-specific responses to the wellbeing results in the engagement surveys will require development of an action plan in response to the employee engagement scores. Lastly, more structured, and regular communication to colleagues on wellbeing support and tools was planned for 2023.

In 2022, all NEs submitted some data related to wellbeing and 65% (42) of NEs met most of the criteria to ensure the wellbeing of their staff, volunteers, and Boards.<sup>4</sup> Where attention needs to be given is around information on how staff feel they are equipped to cope with stress, pressure, and mental health issues as the majority of NEs indicated to not have this information. Additionally, greater awareness of the types of support available to NEs is needed. Over half (63%) of NEs use wellbeing surveys, which is something that could be enhanced.

## **CORE QUESTION 5: HOW HAS YOUR ORGANISATION WORKED TOWARDS BEING DYNAMICALLY ACCOUNTABLE TO YOUR EXTERNAL STAKEHOLDERS (I.E. PARTNERS, COMMUNITIES, PROGRAMME PARTICIPANTS, ETC)?**

A high level of stakeholder engagement is one of the core principles underpinning Amnesty's project management methodology. As such, IS Programmes/Offices and NEs are expected to encourage it throughout the entire project life cycle, from planning to implementation, and evaluation. As mentioned in Amnesty's 2021 Interim Report to Accountable Now, in 2022 we introduced new ways to actively monitor the way we involve and engage our stakeholders in global projects through our updated internal project management platform.

At NEs level, we asked entities to share information about the extent to which they involved activists, individuals and communities, and partners in the project cycle. Similar to 2021, in 2022 entities reported that primary engagement activities occurred when implementing and planning their work. Evaluation is the area where there is still room for improvement, although big steps forward have been made, particularly in the area of involving activists. For instance, 62.5% NEs reported having involved activists in planning – and not just

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<sup>4</sup> Amnesty Argentina, Australia, Austria, Belgium Flemish, Belgium Francophone, Benin, Brazil, Burkina Faso, Cote D'Ivoire, Denmark, Finland, France, Germany, Ghana, Hungary, Iceland, Indonesia, Ireland, Kenya, Korea, Mali, Moldova, Mongolia, Netherlands, Norway, Paraguay, Peru, Poland, Portugal, Puerto Rico, Senegal, Slovakia, Slovenia, South Africa, Spain, Sweden, Taiwan, Thailand, Togo, UK, Venezuela, Zimbabwe

implementing – their campaigning work, and trusted activists to lead their own campaigns and human rights actions. A few examples are outlined below:

- Amnesty Czech Republic explained how they focused on recruiting a more diverse group of activists and ensuring they could shape four of the major entity’s campaigns by participating in online planning sessions.
- Amnesty Mongolia reported how the participants of the Young Human Rights Defenders Summer Camp planned and implemented three digital activism actions on the entity’s pilot campaigns concerning the right to protest, climate justice and the right to adequate housing.
- Amnesty Mexico described the highly participatory approach used when developing campaigns, particularly theory of change workshops, and how activists led on human rights actions thanks to their knowledge of the local context.

At IS level, several programmes and Regional Offices listened to and collaborated with external stakeholders in the design and implementation of key pieces of work. For example, ahead of the launch of the flagship campaign *Protect the Protest* in July 2022, the Global and Tactical Campaigns Team conducted a listening exercise in 2021 with key external stakeholders (organisations, movements, and activists) who helped identify the direction/issues the campaign could and should take. Learnings from this exercise informed the development of the campaign high-level strategy and its planning. Additional conversations with external global stakeholders in 2022 helped refine elements of the strategy and build on the connections established to explore potential collaborations. The methodology used for the listening exercise was shared with NEs as well, to encourage and support similar exercises at the local level.

Key to the *Protect the Protest* campaign is the understanding of what the right to protest means in today’s world, and how Amnesty can work alongside movements to unearth the root causes of protest, expose violations and amplify the work of activists. As part of this project, the Global and Tactical Campaigns Team worked alongside [Beautiful Trouble](#), an international network of artist-activist-trainers helping grassroots movements become more creative and effective. The main aim was to survey the current state of Amnesty about existing knowledge, expertise, and experience of supporting, working with, and participating in people-powered movements as well as to identify clear recommendations. The research was conducted by the Beautiful Trouble’s research team between October 2021 and April 2022. It consisted of a consultation with Amnesty’s NEs and IS, Regional and Global Offices, as well as external movement leaders involved in a broad set of issues – including racial, economic and climate justice, democracy, gender and sexuality, immigration.

Similarly, a project on the wellbeing of activists and protest movements taking forward in partnership with Greenpeace International is being developed and informed by the wellbeing needs and views of activists themselves. Between November 2022 – February 2023 a global survey was carried out as part of the *Protect the Protest* campaign with the aim to reach as wide range of activists as possible and to have their view and input on what wellbeing means to them and, what the most meaningful role is for Amnesty and Greenpeace in this space. By the time the survey closed over 550 activists from 88 countries had participated and provided their view on what wellbeing means to them and their wellbeing needs to inform the project including around the importance of safety, security, support, and community amongst other areas. To further inform this work we have taken forward one to one interview with activists to ensure the participation of stakeholders including from regions and those acting on issues less represented in the survey.

Furthermore, Regional Offices have developed the objectives for the *Protect the Protest* campaign’s ten countries of focus with partners and civil society in the relevant countries. For example, the work on identifying key aspects/calls around police reform in Colombia is a joint effort of many Colombian civil society organisations and work across countries of focus engages activists and partners both in building strategy and operationalising our work.

Lastly, the project related to the global call on the misuse of Less-lethal weapons and specifically on the need for a Torture-Free Trade Treaty to regulate the trade of policing equipment, co-led with the Military, Security and Policing team at the IS, has been developed from the onset with a group of civil society groups across all regions.

In relation to engaging partners and/or communities in line with values of accessibility, diversity, equity, and inclusion, in 2022 both the IS and NEs kept incorporating an intersectional perspective in their work, by

engaging and involving marginalised communities in their work and making sure their needs were taken into account. 53 out of 65 NEs (82%) involved, to various degrees, diverse voices, for example of those suffering from multiple forms of discrimination (because of their gender, sexuality, disability, race or class or others) in their mobilisation and fundraising strategies and ensured that their perspectives were considered. For example, Amnesty Canada Anglophone's webinar for Earth Day featured three Indigenous women defenders who specifically addressed questions around racial justice as well as climate justice. The entity's events on racial justice always consider the intersection of gender and often migration. Amnesty South Africa's Membership & Growth strategy ensures the entity is reaching key audiences. This includes strategic partnerships with community radio stations and partners, the use of vernacular to ensure its work is accessible and relevant. The entity also worked closely with activists and partners in previously disadvantaged and marginalised communities to ensure their perspectives and needs are considered meaningfully. Amnesty UK have supported a project called Growing Rights Instead of Poverty which is a partnership of grassroots lived experience-led NGOs working to end poverty in the UK. We have taken a co-production approach to our work ensuring that the rightsholders at the centre of the project are empowered to lead all the decisions.

26 out of 65 entities (40%) took concrete steps to ensure that their work did not reinforce gender and racial stereotypes, power imbalances or inequalities in our human rights work. For example, Amnesty Brazil's work with black women affected by the climate emergency, with indigenous peoples impacted by deforestation and extractive industry was based on addressing power imbalances and ensuring presence of these groups in decision-making spaces. Amnesty Czech Republic conducted HRE workshops on the perception of minorities, such as the Human Library workshop, where students met members of minority groups to debunk their prejudices towards them.

At IS level, multiple projects across 15 Programmes and 8 Regional Offices used multiple languages taking into consideration the different needs and identities of different groups of people; considered how marginalised and/or discriminated groups and those suffering multiple forms of discrimination are impacted differently by the same issue in our human rights work; involved diverse voices, e.g. those suffering from discrimination because of gender, sexuality, disability, race, or others, in our mobilisation and fundraising strategies ensuring their perspectives and needs were considered meaningfully; took concrete steps to ensure that our human rights work did not reinforce gender and racial stereotypes, power imbalances or inequalities; and ensured that team members have the right knowledge, tools, and skills to promote gender and diversity within our work. For example, the Research Standards and Practices Unit, in collaboration with the Language Resource Centre, developed a vision for a terminology database that will be a multilingual user-friendly resource enabling everyone in the organization to access up-to-date guidance on the use of human rights and related terms in different languages, as well as their equivalents in different languages. One of the outputs produced by the Climate, Economic and Social Justice and Corporate Accountability Programme as part of the Human Rights and the Climate Crisis project was a report with case studies of human rights impacts suffered by marginalised people in different countries due to the climate crisis. The Programme specifically looked at impacts on Indigenous peoples, fisherfolk communities living in poverty, Dalits, LGBTI people, older people and people with disabilities.

Ahead of the next iteration of the Impact and Progress Report, Amnesty is perfecting its methodology with a view to ensure that the achievements and impact claims included in it are corroborated by external partners, duty bearers, corporates, communities, and rights holders. It is doing so by developing a method to validate a sample of KPIs with the idea of scaling up this method in years to come.