



Amnesty International members only

2023 INTERNATIONAL BOARD AND INTERNATIONAL COMMITTEES GAPS ANALYSES

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PURPOSE STATEMENT

Gaps analysis is a strategic tool used by the International Nominations Committee (INC) to identify the various competencies that are needed across the organization's global governance bodies.

This document sets out the gaps analyses for Amnesty International's International Board and internationally elected committees. The gaps identified here are reflected in the INC's recommendations in its Call for People 2023 document [AI Index: ORG 50/6408/2023].

DISTRIBUTION

This is an internal document which is being shared with all Amnesty International entities.

RECOMMENDED ACTIONS

Please share within your section as appropriate.

This document is a reference guide for Boards and National Nomination Committees. It is intended to be used as a tool to assist nominating entities in their search for suitably qualified, experienced and diverse candidates to apply for available positions on Amnesty International's International Board and internationally elected committees.

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INTERNATIONAL BOARD AND INTERNATIONAL COMMITTEES GAPS ANALYSES

Background

The International Nominations Committee (INC) has developed various tools over the years to objectively assess the collective strengths and weaknesses of each of Amnesty International's globally elected governance bodies. The aim of this work is to identify the relevant skills, knowledge and experience needed when new vacancies arise particularly as International Board and Committee members complete their terms of office.

In 2019, the INC shared its first gaps analysis paper with the movement. It identified the core competencies, experience and knowledge needed on the International Board for it to govern effectively. It also specified the levels of competency expected of its members for the International Board to perform its role effectively and to function well as a team. To complement its work in this area the INC developed competency frameworks for all of Amnesty International's statutory committees in 2020. Together these frameworks are useful tools that not only describe the range and levels of competencies needed but also where gaps exist.

Purpose

One of the INC's main objectives is to develop a common competency language across the movement to ensure nominating entities and nominees have a clear idea about what is needed to be an effective and successful leader in our organization. We know elections offer a unique opportunity to refresh and revitalize the composition of our governance and we are continuously working to improve our practices to ensure the content we provide and the frameworks we use are fully culturally relevant and inclusive. The INC has also started to approach its work in different ways to allow for a range of opportunities for participation which include running open house webinars; building an ethos of partnership across our global governing bodies and the movement; and using external recruitment methods. Our overall aim is to inspire, attract and find the best talent.

The successful implementation of staggered terms across all of Amnesty's global governing bodies in 2021 has thrown up a new set of challenges for the INC. The benefits of staggered terms, which consist of International Board and Committee members serving different term lengths, is to ensure continuity. They are a measure of good governance practice however what is less well understood is how staggered membership renewal affects the administration of holding yearly elections or its impact on the workload and the morale of continuing serving members. As part of its role, the INC will review the ongoing effects of these changes alongside the introduction of any new governance measures in relation to its gaps analysis work.

We hope that our analysis in this document will guide you in your search for this year's candidates. The INC supports an inclusive and rigorous nominations and assessment process. Our competency frameworks are regularly reviewed and updated to reflect changes in policy or strategic direction. The candidate profiles we are looking for in 2023 together with relevant role and person descriptions can be found in the INC's 2023 Call for People document [AI Index: ORG 50/6408/2023] and on the [Global Assembly 2023 website](#).

Elections will be held at the Global Assembly(GA) Meeting in 2023 for the following positions:

- International Treasurer (1 vacancy)
- International Board (2 vacancies)
- Global Assembly Chair (1 vacancy)
- Global Assembly Preparatory Committee (1 vacancy)
- Finance and Audit Committee (1 vacancy)
- International Nominations Committee (3 vacancies)

Identifying the gaps

When International Board and Committee members complete their term of office it is only natural that ‘gaps’ will appear. As with so many aspects of governance, there are a number of variables that have to be taken into account when deciding which competency-based profiles are needed to match individuals to roles. The INC’s analysis highlights precisely where there are gaps on the International Board and on international committees and the specific skills, abilities and knowledge required to fill these gaps.

The INC recognizes that these requirements will evolve over time according to changing organizational needs and priorities. Its analysis is therefore not – and should not be interpreted as – an indicator of an individual’s performance or their contribution. Rather it is an assessment of the competencies needed to ensure the International Board and international committees perform effectively. The INC’s analysis of this year’s competency gaps is summarized below.

INC analysis

The information presented in this section explains the INC’s recommendations in the INC’s Call for People document. The tables below offer a snapshot of the main competencies we are looking for.

The first column (from the left) describes which area of competency is needed followed by the number of elected members who ideally should hold that competency (column two). The third column indicates how many continuing serving International Board or Committee members have been assessed by the INC as either partially meeting or fully holding that competency. The last column indicates the remaining gap(s). You can learn more about the INC’s methodology in the next section and find detailed competency frameworks of each governing body in the appendices at the end of this document.

In the tables below the INC has only evaluated the competencies of the *remaining elected members*. Where determined appropriate, the International Board and international committees may appoint co-opted members to fill any missing competency or diversity gaps.

International Board

Competencies	What We Want	What We Have	What We Need
Global governance	4	2.5	1.5
Human resources and organizational development	2	0.5	1.5
Finance	2	1	1
Global knowledge	3	2.5	0.5
Legal	2	1.5	0.5
Risk oversight	2	1.5	0.5
Strategy	3	2.5	0.5

One of the vacant positions on the International Board this year is that of the **International Treasurer**. It is safe to assume that whoever is elected in 2023 will fill the skills gap that has been identified in the area of finance.

The INC has identified a need for experienced **global governance** leaders on the International Board. This competency relates to its core functions of leading by example and ‘setting the tone from the top’. International Board candidates need to demonstrate a high ambition for performance, an ability to engage and empower others to commit to action and achieve results. They must also demonstrate through their own conduct and by encouraging others to do the same, the importance of treating everyone equally, with respect, dignity, and fairness. Values are at the heart of Amnesty’s work. It is therefore essential that we find leaders who are not only driven by outcomes or goals but who fully embody the values and behaviours needed to accomplish our organizational goals.

The International Board also plays a critical role in overseeing and monitoring the delivery of Amnesty’s **global strategy**. We therefore recommend finding candidates with previous experience of serving on the Boards of large, complex organizations with entities and staff located around the world in a similar operating environment to Amnesty International. Candidates need to demonstrate a clear understanding of how operational decisions contribute to strategic priorities while cognizant of how **risk**, including environmental, social and governance (ESG) and cyber security risks, affects the delivery of strategy. Prospective candidates should be comfortable with making decisions, adaptable to change, and be able to think and act strategically when problems occur as well as know how to use resources efficiently. We therefore recommend finding candidates with global governance experience, leadership skills and previous experience of achieving strategic and organizational alignment and performance in an international organization.

As part of its role, the International Board also needs to be skilled in monitoring compliance and ethical and other issues in order to protect the organization’s reputation in the course of discharging its obligations. We are therefore looking for candidates with relevant **corporate law** expertise either in the UK, or from a country strongly resembling the UK’s legal framework, Knowledge and a good understanding of current trends and EU legislative and regulatory requirements would be highly advantageous.

The INC’s analysis has also identified competency gaps in **human resources and organizational development**. The INC finds that the organization’s well-being agenda together with efforts to promote racial equality, diversity and inclusion and lead using feminist principles will continue to be a movement priority. The recent introduction of the International Board-led LUMEN programme to evaluate and re-shape the architecture of the Amnesty movement adds new impetus to increasing the International Board’s competency in organizational development. We therefore believe that securing both human resource and organizational development competencies are crucial. This will help to ensure that staffing and leadership structures at the International Secretariat are fit for purpose and that executive staff are effectively supported and held accountable for agreed commitments. It will also enable the International Board to attend to both the rational-technical aspects of re-structuring the organization’s operating model as well as support the movement through a change management process.

In terms of regional diversity, we recommend giving priority to candidates from Africa, the Americas, Asia Pacific and the Middle East. Knowledge of French and Spanish is highly desirable as well as other non-official languages of Amnesty International, noting that the working language of the International Board is English. To encourage geographical diversity, Amnesty International’s Statute states that there cannot be more than one elected member from the same country on the International Board. There are currently Board members from **Denmark, France, Germany, Kenya, Malaysia, and the UK**. Individuals from these six countries are therefore not eligible to apply.

For a detailed description of the International Board’s core competencies please refer to the Model International Board Competency framework (see [Appendix 1](#)).

Global Assembly Preparatory Committee (PrepCom)

In July 2022, the GA Chair resigned her position. The PrepCom vice-Chair took up her role and is currently the acting Chair. Finding a new Chair is pivotal to the successful planning and running of GA meetings. The role of the GA Chair is to set the GA meeting agenda, ensure decisions are made when needed and that actions are followed through. We recommend looking for candidates with a **strategic mindset** and who know how to motivate others to help achieve long-term organizational goals. The GA Chair must have excellent **communication**, facilitation, and leadership skills.

The INC recommends finding candidates who fulfil the role and personal profile description in the INC’s 2023 Call for People document [AI Index: ORG 50/6408/2023] and on the [Global Assembly 2023 website](#). Candidates must also demonstrate proficiency in one or more (two areas are suggested) of the required core competencies listed below.

Competencies	What We Want	What We Have	What We Need
Chairing	2	0	2
Capacity building	3	2	1
Communication	3	2	1
Movement knowledge	3	2	1

Relationship management	3	2	1
Strategic knowledge	3	2	1

The elected PrepCom members should have many of the same competencies as the GA and PrepCom Chair including governance experience, **strategic vision** and **knowledge** of the organization's direction as well as a clear understanding of the impact of decisions on organizational outcomes.

The INC also recommends looking for candidates with **capacity building, communication** and **stakeholder management skills** and a proven ability to establish effective working relationships, build trust and empower participation in decision-making. They will need to demonstrate an in-depth understanding of cross-cultural and inclusion-related group dynamics, frameworks, values and norms. Knowledge of the workings, structure and culture of the organization would be highly advantageous in this role.

PrepCom also plays an important role in ensuring that GA decisions contribute to strategic priorities and that routes of accountability are clear. We therefore recommend finding candidates with previous experience of achieving strategic and organizational alignment ideally within Amnesty International.

Candidates may come from a variety of professional backgrounds across academic, non-profit, and commercial sectors. We recommend giving priority to candidates from Africa, the Americas and the Middle East. Knowledge of either French or Spanish in addition to English would be an asset in this role, noting that the working language of PrepCom is English. We recommend broadening gender diversity on the committee.

For a detailed description of these competencies please refer to the Model PrepCom Competency framework (see [Appendix 3](#)).

Finance and Audit Committee

Competencies	What We Want	What We Have	What We Need
Accounting and audit	3	2	1
Financial management	3	2	1
Risk management	3	2	1
Compliance	1	0.5	0.5
Strategic knowledge	2	1.5	0.5

The above table highlights a need to strengthen **accounting and audit** and **financial management** expertise on the Finance and Audit Committee (FAC). The INC recommends looking for highly financially literate candidates with specific expertise in financial strategy, accountability and risk management.

One of the FAC's main responsibilities is to ensure organizational resources are allocated effectively to achieve Amnesty International's human rights goals. Candidates will need to demonstrate a sound understanding of Amnesty International's strategy and the **financial risks**

facing the organization.

To ensure the long-term viability and robustness of Amnesty International as a going concern the FAC also needs to advise the International Board on the financial implications of its **strategy**. We are therefore keen to find candidates who can advise the International Board and report on key issues in an easily understandable way. Candidates should have a good understanding of the **financial and legal compliance** requirements of an organization either in the UK, or from a country strongly resembling the UK’s legal framework to ensure Amnesty International fulfils its obligations and is run properly, responsibly and lawfully.

We encourage you to look for qualified candidates from outside Europe to improve regional diversity on the FAC. For a more detailed description of these competencies please refer to the Model FAC Competency framework (see [Appendix 5](#)).

International Nominations Committee (INC)

From its analysis the INC has identified the following gaps:

Competencies	What We Want	What We Have	What We Need
Networking	4	1	3
Communication	3	0	3
Diversity, equality and inclusion	3	0.5	2.5
Multicultural communication	2	0	2
Recruitment	2	0	2
Governance/ strategy	2	1.5	0.5
Global awareness	1	0.5	0.5

The INC finds that strengthening the INC’s **networking capability** amongst the elected members of the INC will be a key priority for the committee in the next cycle. Candidates should have access to diverse but select networks made up of high-quality relationships with people from various sectors and different levels of an organizational hierarchy.

The INC is also looking to strengthen its competency in **communications** – particularly **multi-cultural communication** – to promote, generate and advocate support for governance roles by targeting different audiences through diverse communication channels. It is an essential consideration for the INC to create a constructive recruitment culture for candidates, as well as develop tailored local search strategies that are respectful to different regional and local populations. Candidates should therefore be effective networkers with strong communication skills.

Another essential core competency that is needed to enhance the functioning of the committee and will improve the quality, efficiency, and effectiveness of the INC’s work is **recruitment**. The INC is keen to hear from candidates who have experience recruiting across languages, cultures and nationalities to support Amnesty’s organizational efforts to tackle inequalities and promote equity.

In terms of regional diversity, we recommend giving priority to candidates from Africa, the Americas, Europe, and the Middle East. Knowledge of either French or Spanish in addition to English would be an asset in this role, noting that the working language of the INC is English. For a detailed description of these competencies please refer to the Model INC framework (see Appendix 7).

Our methodology explained

The INC's gaps analysis methodology consists of four stages. Firstly, the INC maps out the responsibilities of each governing body based on their core statutory functions. This helps to identify what their key priorities are and what the most important competencies are for the role.

The next stage is to develop a model competency matrix. A competency matrix is a simple spreadsheet with a scoring table. It allows the INC to quantitatively assess how many members on the International Board or an international committee should ideally possess each competency and to rate candidates objectively. For each competency there is a description of what it means in practice.

The frameworks also provide baseline information about the level of proficiency needed to attain each competency. An individual's proficiency – their level of performance – can increase with training and experience. They can be used as a guide to self-assess an individual's own level of competence in their role, as well as support regular conversations about their performance with their Chair. Scores may be adjusted to reflect the development of any competencies gained since being elected.

The third step is to carry out a competency assessment of continuing International Board and Committee members. Their level of knowledge, experience and competency is assessed against the relevant model framework using information provided to the INC through the nominations process.

The INC uses the following scale to assess competency levels:

- Level 0.5 – partially fulfills the required level of proficiency
- Level 1 – fully meets the required level of proficiency

The last stage of the process is to analyze the results. The INC's findings provide an overall assessment of which competency areas or 'gaps' would enhance the functioning of a governing body without disrupting the balance and contributions of current serving members. Gaps occur where competencies are either assigned a low numerical rating or are missing all together.

This information helps to formulate clear selection criteria for candidates so that individuals with the right skills, knowledge, and personal qualities are encouraged to apply. The INC assesses each application against the gaps analysis to determine whether or not a particular candidate(s) would strengthen a team's composition if elected. The model frameworks for this year's global governance vacancies are found in the appendices at the end of this document.¹

¹ The INC recognizes there is no single approach or governance model that is suitable for every organization. The Model Board and Model Committee frameworks used here have been adapted to the specific

Conclusion

In 2018, the Global Assembly gave the INC a clear mandate to find and assess candidates for the movement's global governance positions. The INC is fully aware of the important role it plays in helping the movement find and elect qualified leaders and teams. The competency frameworks and gaps analysis presented in this document outline the steps we have taken to fulfil our mandate. We recommend you use them in your search for candidates and to assess potential nominees. They also provide candidates with a good understanding of the specific competencies and levels of performance expected in the role(s) they are applying for.

This last year has shown the importance of outstanding governance and leadership across our governance system. Securing talented leaders requires nominating entities to think innovatively about how to access more diverse talent pools. At the grassroots level we need to cultivate leaders who are ready to actively participate and become global leaders themselves.

We encourage each nominating entity to look for individuals within the diverse communities and networks you are connected to and/or serve with the knowledge, skills, experience, and personal attributes to run for election. We encourage you to carefully consider the competencies and development required on your own boards and committees so that we can jointly identify emerging talent within and external to our organization, with the potential to fill our global governance roles in the future. Together, our combined efforts will deliver strategic value to the organization both in terms of preparing future leaders and ensuring effective leadership.

As the movement begins to think more broadly about anti-racism, feminist leadership, equality, diversity and inclusion the INC encourages you to think carefully about cultivating a broad range of attributes and perspectives that reflect real-world demographics in your selection of future leaders. We especially want to encourage nominating entities to think about ways of strengthening and supporting young people's engagement in our governance.

We welcome your comments and questions and are open to any suggestions you may have by writing to us at: committees@amnesty.org.

With warm regards,

International Nominations Committee

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circumstances of Amnesty International. It draws on the INC's analysis of the collective strengths and weaknesses of each body with regards to their statutory duties which are set out and described in Amnesty International's Statute, the Global Governance Regulations and Terms of Reference.

Appendix 1: International Board Competency Framework

REQUIRED Key competencies	SCOPE	Description of competency
Finance	2	Professional finance experience at a senior international level. Financial analysis capacity and high-level relevant experience/ qualifications. Demonstrates an appropriate level of proficiency in the principles and practices of financial management and knowledge of organizational/ charity financial management and controls.
Fundraising	2	High level experience in fundraising planning and monitoring, preferably with international scope, including accessing new fundraising sources in innovative ways.
Global knowledge	3	Understanding global political and economic trends. Experience working on global political or economic issues and in identifying emerging trends relevant to Amnesty International's work.
Global governance	4	Board experience with large, complex organizations, preferably international membership organizations with entities and staff located across the globe.
Growth and activism	2	Understanding of growth dynamics within the movement both in terms of developing new offices/sections/structures and members and demonstrated capacity to mobilize people (including new forms of activism) to enable growth of the movement and broader international coverage.
Human resources and organizational development	2	Experience in human resources issues (recruitment/relocation/remuneration) and in monitoring key issues during organizational change (duty of care, culture change, staff development).
Human rights	3	Knowledge of human rights law, international monitoring system and effective human rights campaigning and advocacy. Understanding of impact assessment and monitoring results in line with values, mandate and objectives.
Leadership, vision and change	4	Leadership experience demonstrating new ideas and concrete results, well-networked at international level (within and external to Amnesty International) and intercultural communications skills. Able to provide encouraging and inspiring entrepreneurial leadership to the International Secretariat and Amnesty members.
Legal	2	Solid, professional legal background, to ensure clear understanding with respect to legal obligations and fiduciary role of the Board, and sound judgement with respect to possible legal challenges and implications of decisions to be taken.
Movement knowledge	2	Demonstrates understanding of Amnesty's business model (research/campaign/mobilize) and organizational dynamics, especially interaction and division of roles (balance of power) both between international and national levels and between governance and operational levels. Organizational change is a high priority so a capacity to challenge the <i>status quo</i> and consider new approaches is required.
Equality, diversity and inclusion (EDI)	2	Evidence of EDI expertise to promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures and sexual orientations. Interacts appropriately with all stakeholders without regard to individual characteristics. Has experience of working in a multi-cultural organizational setting. Supports fair treatment and equal opportunity for all. Fosters respect for all individuals and points of view.
Multicultural communication	2	Demonstrates an ability to communicate effectively and appropriately in various cultural contexts. Able to summarize discussions in clear, simple language in verbal and written interaction involving two or more participants who have different cultural values and beliefs, shows strong cultural self-awareness and the cognitive flexibility to see the world from alternative perspectives, listen patiently where required and can build positive relationships among individuals

		and partners. Knowledgeable about the impact of culture, language, behaviours and context in the process of communication and interaction with diverse audiences.
Risk oversight	2	Experienced in monitoring compliance and overseeing risk including environment, social and governance (ESG) and cyber security risks as well as ethical and other issues in order to protect the organization's reputation and respect its obligations.
Strategy	3	Experience with strategic planning, monitoring and impact assessment. High level experience with developing and overseeing the execution of organizational strategy in a complex global environment, including an awareness of the need to enable flexibility to respond to emerging trends.
Total	35	

Scope: Number of International Board members required to hold the described competency at an “advanced” level

Appendix 2: International Board Gaps Analysis

REQUIRED Key competencies	SCOPE	International Board Members						Co-optees		Total*	Comments
		1	2	3	4	5	6	1	2		
Finance	2						1	1		1	A low score in this area highlights an important competency gap which has been partially strengthened through co-option. It is an essential core function that should be met by elected members of the IB
Fundraising	2		0.5				0.5	1		2	The score shows this competency is adequately met by the current IB members
Global knowledge	3	0.5	1		1			0.5		2.5	Minor gap. The score highlights an area of competency that would enhance the functioning of the IB
Global governance	4		1	0.5	0.5		0.5	1		2.5	A low score in this area highlights an important competency gap which has been partially strengthened through co-option. It is an essential core function that should be met by elected members of the IB
Growth and activism	2	0.5	1		0.5	0.5		0.5		2.5	The score shows this competency is adequately met by the current IB members
Human resources and organizational development	2		0.5					1		0.5	A low score in this area highlights an important competency gap which has been partially strengthened through co-option. It is an essential core function that should be met by elected members of the IB
Human rights	3		1	1	0.5	1				3.5	The score shows this competency is adequately met by the current IB members
Leadership, vision and change	4	0.5	1	0.5	1		1	1		4	The score shows this competency is adequately met by the current IB members
Legal	2		0.5				1	0.5		1.5	Minor gap. The score highlights an area of competency that would enhance the functioning of the IB

Vacant

Movement knowledge	2	0.5	1	1	1	0.5				4	The score shows this competency is adequately met by the current IB members
Equality, diversity and inclusion (EDI)	2	0.5	0.5	0.5	0.5	0.5	0.5			3	The score shows this competency is adequately met by the current IB members
Multicultural communication	2		0.5	0.5	0.5	0.5	0.5			2.5	The score shows this competency is adequately met by the current IB members
Risk oversight	2		0.5		1					1.5	Minor gap. The score highlights an area of competency that would enhance the functioning of the IB
Strategy	3		0.5	0.5	0.5		1	1		2.5	Minor gap. The score highlights an area of competency that would enhance the functioning of the IB
Total	35	2.5	9.5	4.5	7	4.5	5.5	6.5	0	33.5	

* The total in this column excludes the role of co-opted members who have been appointed and not elected. Their results are included here to show the knowledge and expertise they bring to the team and to provide an accurate reflection of the current composition of the International Board.

Appendix 3: PrepCom Competency Framework

REQUIRED Key competencies	SCOPE	Description of competency
Capacity building	3	Knowledge and professional experience of organizational development training and education. Experienced in facilitating a large group of culturally and linguistically diverse stakeholders. Mentors, motivates, and guides others toward goals.
Communication	3	Clear and purposeful communicator. Demonstrates effective use of listening skills and displays openness to other people's ideas and thoughts. Proven ability to communicate with various audiences and engage multiple stakeholders in discussions in a multi-cultural organizational setting. Able to summarize discussions in clear, simple language.
Governance	2	Previous relevant Board and/ or committee experience in Amnesty International or other large, complex intergovernmental, international non-governmental or multinational private sector organizations. Demonstrates the knowledge, skills and behaviours needed for effective governance. Shows sound judgement with respect to implications of decisions to be taken. Comfortable with challenging the status quo to deliver solutions.
Chairing	2	Forward-thinking leader experienced in strategic planning and ensuring follow-up according to plans. Demonstrates sound judgement with respect to implications of decisions to be taken. Displays self-confidence and situational awareness. Knows how to motivate others to achieve long-term organizational goals. Able to balance relevant competing interests, find appropriate solutions and lead with a clear direction. Has relevant professional experience of chairing/ facilitating meetings and events in a culturally diverse setting.
Movement knowledge	3	Familiarity with Amnesty International's work, mission and strategy. Knowledge of Amnesty International's governance and human rights work, as well as understanding the specific capacity building needs of Amnesty International Chairs.
Relationship management	3	Builds constructive working relationships characterized by a high level of acceptance, cooperation, and mutual respect. Able to prioritize and promote participation to stimulate decision making. Experience of working across cultures and an understanding of, and commitment to equality, diversity and inclusion. Ability to negotiate decisions benefitting the organization as a whole, while valuing the different perspectives of the parties involved.
Strategic knowledge	3	Able to form and articulate a clear picture of the future the organization is striving for and communicate why that future is important and how Global Assembly decisions can influence the organization's direction. Foresees opportunities from a global perspective, analyzes complex options and decisions based on long-term pay-offs or outcomes and sees how they can be translated into clear strategies.
Total	19	

Scope: Number of Committee members required to hold the described competency at an “advanced” level

Appendix 4: PrepCom Gaps Analysis

REQUIRED Key competencies	SCOPE	PrepCom Members				Co-optee	Total*	Comments
		1	2	3	4			
Capacity building	3	1	1	To be elected	To be elected	0.5	2	Minor gap. The score highlights an area of competency that would enhance the functioning of the committee and has been partially strengthened through co-option
Communication	3	1	1			1	2	Minor gap. The score highlights an area of competency that would enhance the functioning of the committee and has been partially strengthened through co-option
Governance	2	1	1				2	The score shows this competency is adequately met by the current members of the PrepCom
Chairing	2						0	A low score in this area highlights an important competency gap. It is an essential core function that should be met by elected members of the committee
Movement knowledge	3	1	1			0.5	2	Minor gap. The score highlights an area of competency that would enhance the functioning of the committee and has been partially strengthened through co-option
Relationship management	3	1	1			0.5	2	Minor gap. The score highlights an area of competency that would enhance the functioning of the committee and has been partially strengthened through co-option
Strategic knowledge	3	1	1				2	Minor gap. The score highlights an area of competency that would enhance the functioning of the committee
Total	19	6	6					2.5

* The total in this column excludes the role of co-opted members who have been appointed and not elected. Their results are included here to show the knowledge and expertise they bring to the team and to provide an accurate reflection of the current composition of the PrepCom.

Appendix 5: FAC Competency Framework

REQUIRED Key competencies	SCOPE	Description of competency
Accounting and audit	3	Experienced in working with multi-million turnover organizations with extensive and practical knowledge of regulatory and statutory compliance. Thorough knowledge of accounting standards and relevant monitoring and audit experience. Understands the different scope and objectives of internal and external audits.
Financial management	3	Professional financial background including previous experience of working in a financial leadership position. Demonstrates an appropriate level of proficiency in the principles and practices of financial management and knowledge of organizational/ charity financial management and controls. Experienced in overseeing the financial operations of an organization including accounting, financial reporting and budget management and monitoring. Able to effectively evaluate options for use of financial resources and ensure critical costs are covered.
Governance and strategy	2	Previous Board and/ or committee experience in a large, complex organization preferably an international membership organization. Forward-looking and experienced in strategic planning and monitoring results in line with financial plans and objectives.
Compliance	1	Solid, professional legal background to ensure clear understanding with respect to the regulatory framework within which Amnesty International operates as well as the obligations and fiduciary role of the International Board. Demonstrates sound critical analysis skills with respect to possible legal challenges and implications of decisions to be taken.
Movement/organizational knowledge	2	Understands Amnesty's business model and organizational dynamics and how finances flow across the movement, especially interaction and division of roles (balance of power) both between international and national levels and between governance and operational levels. Familiarity with the organization's assessment model, fundraising investments and growth priorities.
Risk management	3	Understands the setting in which Amnesty International responds and aims for impact. Experienced in identifying, assessing and controlling the risks in an efficient and cost-effective manner and monitoring the effectiveness of the controls that have been put in place. Demonstrates a good understanding of internal controls and risk management policies and procedures and is alert to security breaches and reporting issues.
Strategic knowledge	2	Focuses on results and desired outcomes and how best to achieve them. Experienced in linking finances to organizational strategy and operations, preferably with experience of major change projects. Prioritizes tasks based on importance and adjusts quickly to changing priorities. Evaluates progress and success against performance standards. Appraises and resolves obstacles and challenges. Ensures deadlines are met and keeps stakeholders informed of status.
Total	16	

Scope: Number of Committee members to hold the described competency at “advanced” level

Appendix 6: FAC Gaps Analysis

REQUIRED Key competencies	SCOPE	IB-appointed FAC members			Elected FAC members		Total	Comments
		1	2	3	4	5		
Accounting and audit	3		1	To be elected	1	To be elected	2	Minor gap. The score highlights an area of competency that would enhance the functioning of the FAC
Financial management	3		1		1		2	Minor gap. The score highlights an area of competency that would enhance the functioning of the FAC
Governance and strategy	2	0.5	1		1		2.5	The score shows this competency is adequately met by the current members of the FAC
Compliance	1				0.5		0.5	A low score in this area highlights an important competency gap on the committee
Movement/ organizational knowledge	2	0.5	1		0.5		2	The score shows this competency is adequately met by the current members of the FAC
Risk management	3		1		1		2	Minor gap. The score highlights an area of competency that would enhance the functioning of the FAC
Strategic knowledge	2		0.5		1		1.5	Minor gap. The score highlights an area of competency that would enhance the functioning of the FAC
Total	16	1	5.5		6		12.5	

Appendix 7: INC Competency Framework

REQUIRED Key competencies	SCOPE	Description of competency
Communication	3	Clear and purposeful communicator. Experienced in communications work, developing and curating relevant content to connect with the committee's target audiences and knowledge of various tools and means of electronic outreach. Able to summarize discussions in clear, simple language with a proven ability to communicate effectively and interact appropriately with stakeholders in various cultural contexts.
Multicultural communication	2	Demonstrates skills and experience in verbal and written interaction involving two or more participants who have different cultural values and beliefs. Able to summarize discussions in clear, simple language with a proven ability to communicate effectively and interact appropriately with stakeholders in various cultural contexts. Demonstrates awareness of the impact of the cultural, language and context in the process of communication and interaction with diverse audiences.
Diversity, equality and inclusion	3	Experience of working in a multi-cultural organizational setting to promote the representation and participation of different groups of individuals, including people of different ages, races and ethnicities, abilities and disabilities, genders, religions, cultures and sexual orientations. Interacts appropriately with all stakeholders without regard to individual characteristics. Supports fair treatment and equal opportunity for all. Fosters respect for all individuals and points of view.
Global awareness	1	Understands the setting in which Amnesty International responds and aims for impact. Familiarity of working across cultures and in a multi-cultural organizational setting. Works cooperatively and effectively with others to achieve common organizational goals.
Governance and strategy	2	Previous Board and/or committee experience in a large, complex organization preferably an international membership organization. Experience with leadership, strategic development, and evaluation at governance level.
Networking	4	Builds and maintains effective and constructive working relationships, partnerships, or networks of contacts with people either internally or external to the organization who are, or might someday be, interested in a leadership role in Amnesty International's governance. Treats others fairly and respectfully. Experienced in reaching out to people from diverse backgrounds who may have traditionally been overlooked and/or underestimated.
Recruitment	2	In-depth knowledge and experience of executive recruitment in a large, international organization preferably an international membership organization. Demonstrates an appropriate level of proficiency in the principles and practices of nominations and/ or induction, skills development and succession planning processes. Experience of working across cultures and an understanding of, and commitment to, equality, diversity and inclusion..
Total	17	

Scope: Number of Committee members required to hold the described competency at an "advanced" level

Appendix 8: INC Gaps Analysis

REQUIRED Key competencies	SCOPE	INC members					Co-optees		Total*	Comments
		1	2	3	4	5	1	2		
Communication	3			To be elected	To be elected	To be elected	1	1	0	A low score in this area highlights an important competency gap which has been partially strengthened through co-option. It is an essential core function that should be met by elected members of the committee
Multicultural communication	2						0.5	1	0	A low score in this area highlights an important competency gap on the committee
Diversity, equality and inclusion	3		0.5				1	1	0.5	A low score in this area highlights an important competency gap on the committee
Global awareness	1	0.5					1	0.5	0.5	Minor gap. The score highlights an area of competency that would enhance the functioning of the committee and has been partially strengthened through co-option
Governance and strategy	2	1	0.5				1	1	1.5	Minor gap. The score highlights an area of competency that would enhance the functioning of the committee
Networking	4	0.5	0.5				1	0.5	1	A low score in this area highlights an important competency gap which has been partially strengthened through co-option. It is an essential core function that should be met by elected members of the committee
Recruitment	2							1	0	A low score in this area highlights an important competency gap on the committee
Total	17	2	1.5				5.5	6	3.5	

* The total in this column excludes the role of co-opted members who have been appointed and not elected. Their results are included here to show the knowledge and expertise they bring to the team and to provide an accurate reflection of the current composition of the INC.