

**AMNESTY
INTERNATIONAL**



30TH INTERNATIONAL COUNCIL MEETING

CIRCULAR 10

FIRST BATCH OF RESOLUTIONS AND STATUTE AMENDMENTS

AMNESTY INTERNATIONAL MEMBERS ONLY

AI Index: ORG 51/001/2011

To: Section/Structures
From: Janet MacLean, ICM Chair 2011
Date: March 2011

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SUMMARY

This circular contains all sections and structures' resolutions, IEC enabling resolutions, Statute Amendments and amendments to the Standing Orders submitted to the 2011 International Council Meeting. The ICM Preparatory Committee (PrepCom) has included the proposed treatment for each resolution at the Council Meeting where applicable. This is not a final decision but is indicative of current PrepCom thinking. PrepCom welcomes any comments on the proposed treatment of resolutions at the ICM.

The text of these resolutions is not necessarily final as this circular is a work in progress indicating discussions between PrepCom and the proposing sections and structures. The text that will be considered at the ICM will follow.

Enabling resolutions are submitted by the IEC to ensure that the issue is part of the agenda and to allow it to be discussed by the Council; they do not necessarily reflect the view of the IEC.

DISTRIBUTION

This is an internal circular which is being sent to all sections and structures.

ICM Circulars and useful documents are now available on the wiki site:

<https://intranet.amnesty.org/wiki/display/ICM2011/Home>

RECOMMENDED ACTIONS

Please circulate this document to all people in your section/structure who are involved in ICM preparations.



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ICM ONGOING DATES

This list will be made available in each circular and will be updated.

ACTION	DATE / DEADLINE
Working Group Chair / Rapporteur nominations sent to IS	by 8 October 2010
Working Group chairs appointed	by 14 November 2010
IEC Meeting	11-13 December 2010
Submit applications for volunteer coordinator and deputy	by 9 January 2011
Submit resolutions and statute amendments	by 14 January 2011
Submit applications for volunteers for the ICM	by 16 January 2011
Working Group Rapporteurs to be appointed	February 2011
IEC Meeting	5-6 March 2011
Resolutions pack available for Chairs Forum Meeting (CFM)	9 March 2011
Chairs Forum Meeting (CFM)	8-10 April 2011
Send OLU numbers of members or groups for voting purposes	by 14 April
Submit names of delegations to OLU	by 1 May
Deadline to complete registration for the ICM	by 29 May
Submit nominations for internationally elected positions	14 June
IEC Meeting	17-19 June 2011
ICM	14-19 August 2011
Directors Forum Meeting (DFM)	20 August 2011



INTRODUCTION

This pack contains all the resolutions that were received by OLU by the 14 January deadline for the 2011 ICM. The resolutions include a note of the different types of treatment that PrepCom has proposed for them.

WORKING GROUPS

At the 2011 ICM there will be four Working Groups, the division of work as planned is presented in figure 1 (page 7).

A detailed agenda for the Working Groups will follow at a later date. Resolutions with the same subject will be dealt with together, independently of whether or not they have been amalgamated. Please note that the Working Group Chairs will act on the proposals themselves, not on the Explanatory Notes.

EMERGENCY RESOLUTIONS

Emergency resolutions should be sent by **14 May 2011** to **icm@amnesty.org**.

All emergency resolutions will be considered by the PrepCom to see if they qualify as such. Emergency resolutions received and confirmed as accepted by the deadline will be translated and distributed before the ICM. **Please ensure you get a return email confirming receipt of your proposals.**

AMENDMENTS TO RESOLUTIONS

Sections wishing to propose **amendments** or **amalgamations** of resolutions already submitted should send them by **14 May 2011** to **icm@amnesty.org** to be discussed at the next meeting of the PrepCom. **Please ensure you get a return email confirming receipt of your proposals.**

New wording should be written in *italics*, and words taken away should be indicated by a strike through. Amended resolutions received **before the above deadline** will be translated and distributed to the movement before the ICM. The translation and distribution of amendments and amalgamations submitted **after the deadline** is the responsibility of the submitting section. Sections wishing to amend resolutions submitted by **other** sections are advised to discuss their proposals with the relevant section.

SUPPORT TO STATUTE AMENDMENTS

Sections wishing to support a proposed Statute Amendment should indicate this **in writing** before the start of the ICM to the section that has submitted the proposal **and to icm@amnesty.org**

Article 49 of the Statute states:

“The Statute may be amended by the International Council by a majority of not less than two thirds of the votes cast. Amendments may be submitted by the International Executive Committee or by a section or structure. Proposed amendments shall be submitted to the International Secretariat not less than seven months before the International Council meets, and presentation to the International

Council shall be supported in writing by at least five sections or structures. Proposed amendments shall be communicated by the International Secretariat to all sections and structures and to members of the International Executive Committee.”

PREPCOM'S ROLE IN CONSOLIDATING AND SUGGESTING THE WITHDRAWAL OF RESOLUTIONS

The ICM Standing Orders frame the ICM PrepCom's role in setting the agenda of the ICM.

Paragraph 8.2 of the Standing Order states:

The “Preparatory Committee meets as soon as possible after the deadline for the submission of Statute amendments and resolutions in order to **prepare possible consolidations of resolutions, to append appropriate background information to the resolutions**, including costings where possible, to refer resolutions to the relevant paragraph(s) of the draft plan where appropriate and to advise the International Executive Committee on the handling of resolutions.”

As you can see PrepCom has the authority to combine resolutions and to consider the relevance of background information. Members of PrepCom are, therefore, approaching a number of sections to discuss possible consolidations of resolutions.

Paragraph 8.5 states:

“The Preparatory Committee has responsibility for giving effect to Standing Orders 1.1 and 1.2 and for managing the agenda to ensure that **the International Council focuses on broad issues.**”

PrepCom has the responsibility to make sure that the agenda only includes broad issues. PrepCom therefore will ask you to consider withdrawing resolutions that are not strategic.

ICM AGENDA: DIFFERENT TREATMENT FOR DIFFERENT ISSUES (INCLUDING RESOLUTIONS)

The 2011 ICM will be organized around four major types of meetings. One issue could be treated in different ways depending on the interest of the delegates:

- **Plenary:** In addition to the formal opening, closing and reporting plenaries, plenary time will be devoted to the discussion of major issues that will benefit from a broad discussion with all section and structure delegates.
- **Table discussions:** Issues that will benefit from a more participatory discussion will be dealt with (at least in part) in the format of table discussions – giving delegates opportunities to work at tables in a room, rotate between tables, and develop more lively conversations. Where agreements are strong on recommendations and suggestions they will be recorded in an ICM Chair's Statement for the final plenary.
- **Working Groups:** Some resolutions are, as usual, best dealt with in a formal decision making session.
- **Workshops:** PrepCom recommends that some issues be considered in workshops that lead the participants to a *shared understanding* of how the movement should work on certain issues. These could become part of the Chair's Statement or could remain as shared understandings of ways to work on a particular issue.

PrepCom is interested in gaining as much agreement as possible from sections and structures proposing resolutions as to the best way to take the issue forward at the ICM.

ICM OUTCOMES

The 2011 ICM will record its work in a record of decisions and an ICM Report:

- **ICM Decisions:** see Circular 46 'ICM Decisions 2009' (ORG 52/003/2009)
- **Short summary of the meeting:** See 'ICM Report' from the 2009 ICM (ORG 52/001/2010)

WHAT DOES PREPCOM PROPOSE?

At the beginning of some of the resolutions in this circular you will see a note regarding how PrepCom proposes to discuss that issue at the ICM. Please give PrepCom your opinions on the treatment of your resolutions.

PrepCom and the IEC are committed to preparing an ICM that allows the most informed decision-making, increased participation of members, and a commitment to dealing with strategic issues. Our goal is to allow your delegation increased opportunities for participation and engagement.

FIGURE 1 – WORKING GROUPS

ALL WORKING GROUPS WILL INCLUDE:

Introductory session; Engaging the context of the ICM: Growth Strategy, Human Rights Strategy, One Financial Amnesty and Governance; an International management update; and Engaging the GPS

<p>WORKING GROUP 1</p> <p>HUMAN RIGHTS STRATEGY</p> <p>CHAIR: Martin Epstein (in Spanish)</p> <p>1.01: Opposing the detention or imprisonment of conscientious objectors who are total objectors 1.02: Children 1.03: Developing a strategy for global monitoring 1.04: Right to treatment in health emergencies 1.05: Equitable access to preventive, palliative and life-saving drugs and vaccine 1.06: Human Rights and personal data 1.07: Human Rights and climate change 1.08: Impact of climate change on the Demand Dignity campaign</p>	<p>WORKING GROUP 2</p> <p>ORGANIZATION</p> <p>CHAIR: Laurent Deutsch (in French)</p> <p>2.01: Acceptance of government funds 2.02: Strengthening partnerships between local groups 2.03: Diverse forms of activism in Sections 2.04: Francophone space 2.05: Group affiliation fee 2.06: Role of affiliated groups 2.07: To prohibit government funding of Amnesty International 2.08: Operational and governance standards 2.09: New forms of AI presence 2.10: IEC authority to act in cases of section crisis 2.11: Diversity and gender-equality</p>
<p>WORKING GROUP 3</p> <p>GOVERNANCE</p> <p>CHAIR: Frans Huijnen (in English)</p> <p>3.01: Roles and responsibilities of AI governance bodies 3.02: Chairs Forum 3.03: Strengthening membership participation in governance on a global level 3.04: Inclusion of external voices 3.05: Statute amendment to clarify election procedures 3.06: Publicizing election vote totals 3.07: Amendments to the process for nominating and electing IEC members</p>	<p>WORKING GROUP 4</p> <p>FINANCE</p> <p>CHAIR: Anna Skarbek (in English)</p> <p>4.01: One Financial Amnesty 4.02: Distribution as part of the A2D system 4.03: Assessment of distribution 4.04: Technical finance issues 4.05: Statute amendment on financial reporting 4.06: IEC compensation 4.07: Transparency on compensation</p>

WORKING GROUP 1

HUMAN RIGHTS STRATEGY

CHAIR: Martin Epstein

WORKING LANGUAGE: Spanish

ALL WORKING GROUPS WILL INCLUDE:

Introductory session; Engaging the context of the ICM: Growth Strategy, Human Rights Strategy, One Financial Amnesty and Governance; an International management update; and Engaging the GPS

1.01: Opposing the detention or imprisonment of conscientious objectors who are total objectors

1.02: Children

1.03: Developing a strategy for global monitoring

1.04: Right to treatment in health emergencies

1.05: Equitable access to preventive, palliative and life-saving drugs and vaccine

1.06: Human Rights and personal data

1.07: Human Rights and climate change

1.08: Impact of climate change on the Demand Dignity campaign

1.01 AI GREECE RESOLUTION: OPPOSING THE DETENTION OR IMPRISONMENT OF CONSCIENTIOUS OBJECTORS WHO ARE TOTAL OBJECTORS

The International Council

DECIDES to oppose and condemn the detention or imprisonment of total objectors and requests that governments legislate other alternative measures of lesser severity than detention or imprisonment, irrespective of whether alternative service is of a punitive nature or not.

EXPLANATORY NOTE

The right to refuse to perform military service on the grounds of conscience or profound personal conviction is a fundamental aspect of the right to freedom of thought, conscience and religion enshrined in the Universal Declaration of Human Rights (Art.18), the International Covenant on Civil and Political Rights (Art. 18) and the European Convention on Human Rights (Art. 9).

Amnesty International takes a firm stand against the imprisonment of conscientious objectors in countries where there is no provision for alternative service (e.g. Turkey) or where the alternative service is considered to be of a discriminative and punitive nature (e.g. Greece, Finland) and considers them prisoners of conscience.

The conscientious objectors who are total objectors are individuals who are detained or imprisoned solely because of their beliefs. Since the denial to perform a service is based on compelling grounds of conscience, the detention or imprisonment of the objector amounts to a disproportionate legal and physical penalty imposed solely for the non-violent expression of conscientiously held beliefs.

In countries where the alternative service is not considered to be of a punitive nature, (such as Denmark, Germany, Austria, Cyprus) Amnesty International does not defend those conscientious objectors who are total objectors. Therefore, when a total objector is detained or imprisoned, the current policy of Amnesty International prevents it from taking any stand. Until today, in Germany there have been a number of cases where conscientious objectors have been arrested or imprisoned, usually for several short periods. Amnesty International has not been able to support any of these cases [e.g. Silvio Walther (2008), Patrick Sander (2008), Jan-Patrick Ehlert (2008), Moritz Kagelmann (2007), Alexander Hense (2007), Jonas Grote (2007), Florian Quellmalz, (2003), Simon Alexander Lieberg (2003), Jannes von Bestenbostel (2003), Thomas Kroll (2002), Sascha Hübner (2002), Malik Sharif (2001 - 2002) Kai Steyer (2001)].

Despite the recent suspension of conscription in Germany, conscription is still compulsory in many other countries. There is every likelihood that in the near future countries such as Greece, Finland, Estonia and Russia will reduce the length of the alternative service to a point that it could not be considered by Amnesty International as punitive. As there seems to be an internal AI position that

alternative service is non punitive if its length is less than 1.5 times the length of military service, total objectors could be imprisoned without AI being able to defend them. The example of Greece is illustrative. In recent years, due to the punitive nature of alternative service, Amnesty International supported several conscientious objectors such as Lazaros Petromelidis, Dimitrios Sotiropoulos and Evangelos Mihalopoulos. A further reduction in the length of alternative service by only 45 days will render alternative service non punitive (according to current AI standards) and therefore prominent cases of conscientious objectors as mentioned above, even members of the Board of the Greek Association of Conscientious Objectors, would not be defensible. There is an urgent need to adopt a policy that will allow AI to defend imprisoned conscientious objectors who are total objectors.

1.02 AI FRANCE RESOLUTION: CHILDREN

PrepCom wonders whether this is the appropriate time for this discussion, given that the ISP was adopted in 2009.

The International Council

REQUESTS that the IEC develop an efficient and enduring strategy to strengthen policy on defending children's rights, given that the Integrated Strategic Plan 2010-2016 specifically designates children as a priority group.

EXPLANATORY NOTE

Children are specifically designated as a priority group several times in the ISP (C1, C2, C3 ... including ending state violence against children). The ICM requests that the IEC develop a policy that matches this ambition and strengthens its research and action on minors, who constitute a particularly vulnerable group.

For the moment, in addition to urgent and therefore occasional actions, there are no medium or long term actions that will have an impact on the human rights of children. A specific strategy in this field would increase the impact of actions, provide opportunities for partnerships with other NGOs and local actors and allow Amnesty International to clearly communicate its message on children.

1.03 AI GERMANY RESOLUTION: DEVELOP A STRATEGY FOR GLOBAL MONITORING

The International Council

REQUESTS that the IEC

- further implements strategic coverage with regard to country and thematic work in all its aspects as set out in Decision 17 of the ICM 2003;
- develops a strategy for the principle of “global monitoring” which had been included as a core element in the concept of strategic coverage;
- considers implementation of the recommendations of the International Meeting on Strategic Coverage, held in Bern, Switzerland, on 26 and 27 March 2009;
- implement decision 12 of the ICM 2009;
- report within 6 months to the Movement on the implementation of the aforementioned decisions and recommendations.

EXPLANATORY NOTE

Decision 17 of the ICM 2003 arose from a compromise between different approaches on how to strategically develop Amnesty International's country work. The status of some aspects of this compromise, especially global monitoring, seems to be pending. Since 2003 additional concerns have arisen, which were addressed in the POL 40/001/2009 paper and at the International Meeting on Strategic Coverage in Bern and gave reason for a revised formulation. Some of these items are related to other ongoing fundamental debates, such as the roles and tasks of volunteers and groups (especially volunteer experts and coordination groups), strategic planning and evaluation, and communication and information sharing.

The International Council requests the IEC to take into consideration in particular the proposals in POL 40/001/2009 “Update on the implementation of strategic coverage”.

1.04 AI GERMANY RESOLUTION: RIGHT TO TREATMENT IN HEALTH EMERGENCIES

PrepCom wonders whether this is the appropriate time for this discussion given that the ISP was adopted in 2009, and suggests it be considered with AI Norway's resolution.

The International Council

DECIDES that Amnesty International should develop a policy on the right to treatment in health emergencies.

FURTHER DECIDES that based on the position developed, Amnesty International should also develop a campaign framework within or out of the current Demand Dignity Campaign promoting the accessibility of essential drugs.

FURTHER DECIDES that a report on steps taken to implement this decision will be presented at the next ICM 2013.

EXPLANATORY NOTE

Amnesty International develops a position with regard to the UNITAID pharma patent pool established in 2009 as a means to ensure the availability of treatment in states of health emergencies. This includes, but is not limited to the treatment of HIV/AIDS. Treatment of other diseases like TB and malaria should also be taken into account.

The position should contain criteria for the assessment of states fulfilling or failing to fulfill their responsibility to respect, protect and fulfil the right to health of their inhabitants and their obligation to provide international help.

The position should also contain criteria for the assessment of further developments of WTO treaties and their ongoing application on pharma patents. Special consideration should be given to the further development of Article 28 (can be interpreted to limit parallel importing of drugs), Article 31 (can be interpreted to limit compulsory licensing), Article 39.3 (requires that pharmaceutical research and development should be protected against disclosures); and Article 41 (member countries must enforce international patent regimes) of the TRIPS treaty.

This proposition aims to further develop and substantiate Amnesty's work on the right to health. As a base Amnesty International formulated in May 2006 a policy on HIV/AIDS and Human Rights ("Action on HIV/AIDS and HUMAN RIGHTS", ACT 75/002/2006).

The proposed decision aims to further develop this position. The new development of the UNITAID patent pool and stricter application of TRIPS regulations, combined with budget cuts for HIV/AIDS aid by donor countries makes an improved position of Amnesty necessary.

The cited TRIPS articles were the particular articles at the heart of the South Africa Pharmaceutical Manufacturers Association (PMA) case against the South Africa Medicine Act of 1997.

1.05 AI NORWAY RESOLUTION: EQUITABLE ACCESS TO PREVENTIVE, PALLIATIVE AND LIFE SAVING DRUGS AND VACCINES

PrepCom wonders whether this is the appropriate time for this discussion given that the ISP was adopted in 2009, and suggests it be considered with AI Germany's resolution.

The International Council

REQUESTS that the IEC develop a policy to promote equitable access to preventive, palliative and life-saving drugs and vaccines against severe epidemic/endemic diseases. This may primarily include HIV/Aids, malaria, tuberculosis and waterborne diseases/parasites.

FURTHER REQUESTS the IEC pays special attention to the international community's responsibility and the state's obligation to ensure that all citizens have equal access to such drugs, when developing a policy. And at the same time looking at whether the pharmaceutical industry's research, trade and pricing policies can cause essential drugs to become unavailable to those who are most at risk of being affected by these conditions.

Relevant ISP goals:

- C1 – Empowering people living in poverty
- C3 – Defending people from violence committed by state and non-state actors
- C4 – Protecting people's freedom of expression and freedom from discrimination

EXPLANATORY NOTE

In large parts of the world people are persistently exposed to serious infectious conditions and diseases that impair their quality of life, shortens their life, and are essential barriers to economic, social and political development. These diseases / conditions primarily affect the poor, who at the same time have little access to effective treatment. Thus, it also impairs their opportunities for positive development, and to promote their needs and rights. The unequal access to drugs and vaccines is an example of discrimination against poor populations.

In countries where these serious conditions are endemic, the negative effect of poverty is three-fold: for promoting people living in poverty are more often infected, have less access to effective treatment, and therefore have reduced opportunities to improve their and their families' situation. Measures that can prevent and treat such diseases / conditions are therefore essential to break the negative cycle between poverty-disease-poverty, individually, regionally and nationally. HIV / Aids, malaria, tuberculosis and waterborne diseases / parasites are examples of conditions that are severe, and have endemic character in many communities where people live in poverty. They are also examples of conditions in which effective action / treatment are readily available for people with financial resources and / or personal contacts, but almost inaccessible to those most vulnerable.

Unequal access to such resources is thus also an example of discrimination against poor populations. This contributes to the exacerbation and perpetuation of poverty in regions where such serious conditions are common. For society, this means significant obstacles to economic and political development.

Relevance to Amnesty International

Unequal access to treatment is a violation of the right to life, the right to health, and the right to freedom from discrimination. This must be regarded as a serious human rights violation since the consequences affect a large number of people and is life threatening.

The policy of equitable access to medication and treatment, etc. is central to Amnesty International's efforts to reduce poverty and has a strong presence in the current Integrated Strategic Plan (ISP) 2010-2016. Goal C1 on "Empowering people living in poverty" can hardly be realized unless one also addresses the major health problems these populations face. Access to necessary medical treatment can be a concrete and beneficial approach to Amnesty International's campaign against poverty, and could possibly also demonstrate the important role economic actors can play in this context.

1.06 AI GREECE RESOLUTION: HUMAN RIGHTS AND PERSONAL DATA

PrepCom wonders whether this is the appropriate time for this discussion given the ISP was adopted in 2009.

PrepCom has edited the resolution to standardize the format of the operational clauses and explanatory note.

The International Council

DECIDES to ask the IEC to prepare and present a comprehensive and inclusive policy for personal data as defined by international conventions, including the issue of cameras and acquisition of genetic data from the authorities.

SUGGESTS that the IEC take all appropriate steps to develop and complete such a policy, at the latest before the end of 2012, and report, as part of the movement-wide consultation, at the Chairs Forum in 2012

REQUESTS that the IEC include this policy under the current ISP, particularly in the "No Safety Without Human Rights" campaign, in order to make this operational before the end of International Operational Plan 2, in 2013.

EXPLANATORY NOTE

The search for security in a free democratic society must not infringe upon international human rights. The right to privacy is provided in several international covenants, conventions and other instruments, e.g.:

- Article 17, International Covenant on Civil and Political Rights (ICCPR)
- Article 12, Universal Declaration of Human Rights
- Articles 8 and 10, European Convention on Human Rights (ECHR)
(The European Council's Convention 108/1981, the Protection of Individuals with regard to Automatic Processing of Personal Data)
- The Charter of Fundamental Rights of the European Union, in particular Article 7 (protecting private and family life) and Article 8 (privacy)
- Recommendations of the Committee of Ministers of the European Council, in particular Recommendation No. R (99) 55 "For the protection of privacy on the Internet" and Recommendation No. R (95) 4 "for Protection of Personal Data in Telecommunications Services, with Particular Reference to Telephone Services.

- Directive 95/46 of the Council of European Communities on the protection of individuals regarding the processing of personal data and the free flow of data and directive 97/66 of the European Parliament and Council on the protection of personal data and protection of privacy in the telecommunications sector

We are deeply concerned about the expansion of the "war on terror"; in the name of 'safety' the supposed need for unfettered security is being positioned above recognized human rights. Further, protection of privacy is crushed in the face of a hypothetical public interest in safety. This ignores the importance of privacy to the community and the effective exercise of other rights (e.g. freedom of expression, freedom of assembly and association).

This contradicts Article 8 § 2 of the ECHR which state that public authorities may only interfere in private affairs when required by law, and when it constitutes a necessary measure in a democratic society for national security, public safety, the economic prosperity of the country, protection of public order, health or morals or the protection of human rights and freedom of others. The ECHR recognizes the importance of privacy for private and family life and strictly controls the conditions under which they are processed. The ECHR asserts the importance of access to procedural safeguards in cases of disclosure of information without the consent.

Examples of areas in which rights to privacy are violated are: genetic data, cameras in public places, and growing state and private databases of all kinds.

Amnesty International should develop a detailed policy concerning use of personal data according to international human rights standards. We need to advocate the right to privacy on a political and operational level, demanding uncontrolled oversight so as to limit state agencies and private companies from storing and using personal data without consent.

1.07 AI PERU RESOLUTION: HUMAN RIGHTS AND CLIMATE CHANGE

PrepCom wonders whether this is the appropriate time for this discussion given the ISP was adopted in 2009, and proposes a workshop within the working group on this resolution along with AI Canada (FS)'s resolution.

The International Council

REQUESTS the IEC to draft a strategy proposal on the right to a healthy environment, focusing on the political, economic, social and cultural problems triggered by climate change at the global level.

EXPLANATORY NOTE

According to the United Nations Framework Convention on Climate Change (FCCC), 'climate change' is named as such when the change is attributed directly or indirectly to human activity altering the composition of the global atmosphere in addition to natural climate variability observed over comparable time periods.¹ According to the Intergovernmental Panel on Climate Change (IPCC), the non-linearity of the climatic system may lead to "rapid climate change", resulting in abrupt events or even surprises in the human environment.²

Noting the seriousness of climate change and recognizing it as an issue in terms of human rights, the UN has adopted the concept of "environmental vulnerability" to describe populations most exposed to climate-related environmental phenomena, especially with regard to health, as well as food and housing. The UN, through its agencies and associated bodies, has specifically identified the following populations as vulnerable: populations in developing countries, people living in poverty, women, Indigenous people and children.³

Amnesty International has been addressing the issue of the right to a healthy environment since the 1980s, demanding justice in cases of environmental contamination.

Following from that work, in the 2000s Amnesty International highlighted the seriousness of climate change in human rights terms and, like the UN, identified populations living in poverty, Indigenous people, children and women as particularly vulnerable.⁴

¹ Article 1, United Nations Framework Convention on Climate Change – 1992

² Fourth Assessment Report - Intergovernmental Panel on Climate Change (IPCC) – 2007

³ United Nations Development Fund (UNDP), "Human Development Report 2007-2008"; United Nations Population Fund (UNFPA), "State of the World Population 2009"; World Bank, "World Development Report 2010"; and United Nations Food and Agriculture Organization (FAO), "The State of Food Insecurity in the World 2008".

⁴ NWS 23/003/2009, "No se trata solo de economía... es una crisis de derechos humanos". Amnistía Internacional Revista N° 97, p. 18-24. June 2009

Amnesty International emphasizes that in a world in which natural resources are running out, a competition over their control is appearing. This threatens the right to life, health, food, water, freedom of information, expression and association, freedom from arbitrary arrest, torture or ill-treatment, the right to a fair trial and the right to family.⁵

Currently, with the Demand Dignity Campaign, AI has been addressing the issue of the environment, climate change and human rights as part of poverty and human rights, linking it to the pursuance of the Millennium Development Goals.⁶ As a consequence, Amnesty International has been allying with organizations working against climate change, for example the Tck Tck Tck Campaign.

In this way, Amnesty sees the issue of the environment, climate change and human rights as part of an approach in which economic, social and cultural rights (ESCR) and civil and political rights (CPR) are linked and articulated from the perspective of the right to a healthy environment, in line with legal and political trends on the global stage. All that, in our view, is appropriate.

However, as a movement, AI has not yet adopted a *specific strategy* with regard to the right to a healthy environment in the context of climate change, we believe this to be necessary given the challenges the future presents. Even with best intentions and capabilities, worldwide campaigns (such as Demand Dignity) are unable to sustain a long-term position on an issue that is going to affect all political, economic, social and cultural relations on the global level throughout the 21st century and beyond.

For these reasons, we believe that the IEC should draw up a strategy proposal on this subject.

⁵ ORG 51/004/2009, “29th International Council Meeting. Climate change, the environment and human rights. Background paper on the emerging powers and forces, key direction of the draft Integrated Strategic Plan”.

⁶ ACT 35/004/2010, “A fondo: Derechos Humanos y Objetivos del Milenio”;

IOR 41/012/2010 “From promises to delivery: putting human rights at the heart of the Millennium Development Goals”.

1.08 AI CANADA (FS) RESOLUTION: IMPACT OF CLIMATE CHANGE ON THE DEMAND DIGNITY CAMPAIGN

PrepCom wonders whether this is the appropriate time for this discussion given the ISP was adopted in 2009, and proposes a workshop within the working group on this resolution along with AI Peru's resolution.

PrepCom has edited the resolution to standardize the format of the operational clauses and explanatory note.

The International Council

DECIDES to allocate resources to the issue of climate change at a level that reflects its importance and that allows the Movement to:

- (1) build Amnesty International competence, policy and message on the issue;
- (2) provide sections with appropriate action materials and open the way to stimulating partnerships;
- (3) strengthen, by our active participation, the extent to which states and the international community take human rights into account when making decisions.

EXPLANATORY NOTE

There is an intrinsic link between climate change and the enjoyment of several basic human rights, including the right to life, access to health care and drinking water, sufficient food and comfortable housing - a link that was finally recognized during the recent negotiations at Cancun⁷. The impact of climate change on the human rights of already vulnerable people may be dramatic (ORG 51/003/2009) especially on women, children, indigenous peoples and poor people, and may have a significant impact on the basic objectives of the Demand Dignity campaign; it is imperative that states fulfil their commitments to human rights and the predominant role of instruments of human rights defence, which could provide a solid and constraining legal framework in the fight against climate change. Amnesty International has a unique contribution in this fight (ORG 51/003/2009)².

Relevant ISP goals:

40. Empowering people living in poverty (C1)

⁷ (UNFCCC COP 16 - December 2010) (see *Outcome of the work of the Ad Hoc Working Group on long-term Cooperative Action under the Convention*).

² (Section's note : the source document we are referring to is the 29th IC's Circular 16 issued in May 2009 on "Climate Change, Environment and Human Rights" and specifying ISP regarding the "new powers and emerging strengths. There was probably a mistake with the index number of the document which must be 51/003/2009)

41. Defending unprotected people on the move (C2)
42. Be a partner of choice (P2)
43. Linking the local and global (E2)
44. Responding effectively to emerging challenges and opportunities (E3)
45. Promoting human rights to create solutions (P3)

While climate change undoubtedly represents a threat to human rights in general, addressing this issue in Amnesty International's work represents an opportunity "to address underlying causes of inequality and discrimination, and give particular attention to marginalized and vulnerable members of society."³

Consequently, the allocation of an appropriate level of resources is not only necessary but also provides a good opportunity to promote the cause of human rights and the Dignity campaign. These resources must be used for increasing competence, establishing partnerships and building our capacity to take action and lobby the various levels of authority.

Two issues will need to be addressed in particular:

- Indigenous peoples, who will be particularly vulnerable not only to the effects of climate change but also to the responses and measures adopted to fight these effects.
- Environmentally displaced people, the staggering number of which will have an impact on our capacity to work on Goal C2 of the ISP, even though they do not at the moment have particular status or protection.

As Circular 16 (ORG 51/003/2009) of the 2009 ICM said: "The global nature of climate change and its likely profound effects on the life of millions of people cannot but be disastrous for human rights. Defence of these rights and ecological policies, laws and advocacy generally follow separate paths that do not cross. The next decade will show - perhaps in a tragic way - why that must not continue to be the case."

³ (OHCHR Report on Climate Change and Human Rights - UN Doc. A/HRC/10/61, 15 January 2009).

WORKING GROUP 2

ORGANIZATION

CHAIR: Laurent Deutsch
WORKING LANGUAGE: French

ALL WORKING GROUPS WILL INCLUDE:

Introductory session; Engaging the context of the ICM: Growth Strategy, Human Rights Strategy, One Financial Amnesty and Governance; an International management update; and Engaging the GPS

2.01: Acceptance of government funds

2.02: Strengthening partnerships between local groups

2.03: Diverse forms of activism in Sections

2.04: Francophone space

2.05: Group affiliation fee

2.06: Role of affiliated groups

2.07: To prohibit government funding of Amnesty International

2.08: Operational and governance standards

2.09: New forms of AI presence

2.10: IEC authority to act in cases of section crisis

2.11: Diversity and gender-equality

2.01 AI AUSTRALIA RESOLUTION: ACCEPTANCE OF GOVERNMENT FUNDS

PrepCom recommends a discussion with AI Sweden in order to investigate commonality of resolutions and look for a possible merge.

The International Council

INSTRUCTS the IEC to investigate the implications for Amnesty International's independence and effectiveness of receiving direct government funding for Amnesty International's work and to consider revising and/or developing appropriate policies if necessary.

FURTHER INSTRUCTS the IEC to report back to the 2013 ICM on their work in furtherance of this resolution.

EXPLANATORY NOTE

Amnesty International is independent of any government or political ideology, and is funded mainly by membership and public donations. Amnesty International does not accept funding from governments or political organizations for its investigations or campaigning work. This financial independence means we are free to criticize or applaud governments with objectivity and impartiality.

A widely held public interpretation of this is that we do not accept *any* government funding. However, there is scope for Amnesty International to receive direct funding from government sources for Human Rights Education, which is a common focus in applications for grant funding from local and international government sources.

Fundraising of this type potentially presents challenges for Amnesty International's independence and impartiality from government, particularly when grant funding requires specified contract obligations. There is also a risk of a public perception that Amnesty International's independence is vulnerable or diminished when government funds are accepted. Surveys of Amnesty International supporters have shown non-acceptance of government funding is a primary reason for support.

However, when funding is available for Human Rights Education, sections/structures have more capacity to include Human Rights Education in their growth strategies, and this has been particularly important for a number of smaller sections/structures. This can have positive benefits for building a human rights constituency, as well as membership and donations for Amnesty International.

We do not have a clear picture of implications on our independence or effectiveness when in receipt of government funding. The situation is complicated by the global nature of grant applications, where a section, structure or the International Secretariat may secure government funding from a

national government that is not their own. The potential implications on the local section/structure have not been assessed.

A further challenge is the guidelines on securing government funding are not widely understood and are open to interpretation. The Amnesty International Statute itself does not mention the appropriateness or otherwise of accepting government funding. Local Section/Structure constitutions, objects or statutes are likely to be inconsistent on the terms of accepting government funding, as a number of sections have decided not to accept government funds in any form.

Amnesty International Australia believes that the implications on our independence and effectiveness of receiving direct government funding need to be investigated. Potential risks, including on public perception, growth potential and credibility need to be assessed and discussed. As we grow globally, we need consistent and clear messaging, policy and procedures in regards to acceptance of government funds.

Reference – Relevant Amnesty International documents:

Policy: FIN 21/004/2001 – Procedures and Criteria for approval of HRE Fundraising from Government organizations

Policy: FIN21/03/99 – Revised Proposed Guidelines for the Acceptance of Funds and Fundraising by Amnesty International

Document (ICM Circular 2003): FIN 21/005/2003 – Managing to Protect AI's Image

Form: Amnesty International - Application for IEC Approval for Government Funding of Human Rights Education work

Document: FIN 21/001/2008 – UK government offers grant for Amnesty International's human rights education work in Africa – questions and answers

Policy: FIN 10/004/2005 – Earmarked Fundraising Guidelines

Document (IEC 2005): POL 30/020/2005 – Impartiality and independence.

2.02 AI BELGIUM (FLEMISH) RESOLUTION: STRENGTHENING PARTNERSHIPS BETWEEN LOCAL GROUPS

PrepCom advises AI Belgium (Flemish) to speak with the Chair of the IEC and discuss the IEC's proposed role.

The International Council

DECIDES to strengthen partnerships between local groups of different Amnesty International sections and structures to grow the human rights movement, both in and between the North and the Global South.

INSTRUCTS the IEC to give priority to the support of local groups of different Amnesty International sections and structures to enter into contact and exchange information with one another.

EXPLANATORY NOTE

Contacts between local and global volunteers from different countries and cultures, discovering people who share and cherish the same ideals and objectives, promote mutual motivation of activists and the sense of belonging to One Movement, One Amnesty. Whereas internal cross-movement contacts are intensive on the international decision making levels like the Chairs and Directors Forum, internal cross-movement contacts are few on the level of activism.

Through these contacts activists can exchange ideas, knowledge and action skills which strengthen the movement and implement the mindset (vision and mission) of Amnesty International within local traditional groups and in the new emerging forms of Amnesty presence in new regions. When groups, activist structures, and other entities can communicate and interact through a formalized network structure, it will be easier to exchange practices on how each local entity is executing global priorities.

Amnesty should therefore as stated in the current ISP 'learn and grow' by investing in volunteers, and by leveraging technology to enable change. Without a structure for information exchange and cooperation among groups worldwide, strategies to invest in volunteers will remain limited to Amnesty-sections as islands isolated from one another. Therefore, we need a worldwide social network developed under the auspices of the IEC.

This call for strengthening partnerships between local groups is in line with the priorities set out in the current ISP 2010-2016 and the Global Growth Strategy 2011-1016 because only through promoting this interaction we can strengthen our global movement, and make it truly global.

According to the ISP, Amnesty International must give priority to building partnerships and strengthening human rights work by developing a global human rights movement and effective partnerships (P1 - Growing and Developing the global human rights movement, P2 - Building effective partnerships). Amnesty International must also build excellence through promoting active participation by members and supporters, and through linking the local and global. Participation in activism by members and supporters could increase through interaction between groups and

members from different countries. Furthermore, under goal 2 of the AI Growth Strategy, Amnesty International sections and structures should grow Amnesty International's activism, participation in the human rights community in the Global South. We cannot reach out to external partnerships with other human rights organizations without simultaneously realizing the potential offered by internal partnerships between our own entities. Amnesty's own local activist groups in the Global South could benefit greatly from interaction with local activist groups in the North, who in turn could learn directly from partners in the Global South.

We therefore ask the ICM to instruct the IEC to give priority to the support of information exchange and cooperation among groups worldwide. Through the internet this can be achieved in the short term and with few resources.

2.03 AI FRANCE RESOLUTION & STATUTE AMENDMENT: DIVERSE FORMS OF ACTIVISM IN SECTIONS (PROPOSED BY AI ALGERIA, BURKINA FASO, FRANCE, GHANA, MALI, TOGO AND TUNISIA)

The International Council

AMENDS the Statute by adding the following paragraph after article 11 on sections:

In order to guarantee the link between local and global, the identity and organizational basis of Amnesty International, sections shall aim to develop diverse and complementary forms of activism, namely:

- (i) local groups and youth groups;
- (ii) individual membership;
- (iii) action networks, composed of group members and individuals who focus their activism on particular issues, with actions online or in the field;
- (iv) activist networks – group members and individuals who act online.

EXPLANATORY NOTE

The Statute should make clear reference to the role of sections in developing activism. This change would allow it to better reflect the specific nature of Amnesty International as a movement composed of volunteers, acting at the local and global levels, and using a rich and diverse range of methods. This specificity generates how it develops in the future.

Only members are mentioned in this definition, because the Statute should only refer to aspects that are relevant to the operation of the Organization. Moreover, this allows the Organization to implicitly evoke the difference between members and supporters. The latter act selectively but because they are not members of Amnesty International, they do not have the right to vote or be represented and therefore are not mentioned in the Statute.

2.04 AI FRANCE RESOLUTION: FRANCOPHONE SPACE (PROPOSED BY AI FRANCE, MALI, MAURITIUS AND TOGO)

The International Council

REQUESTS that the IEC create a space for sharing, discussion and mutual support between Francophone sections:

- Contribute to strengthening our governance systems and management methods;
- Increase diversity and participation in the Movement's debates;
- Promote development;
- Improve participation in international campaigns;
- Pool energies in order to obtain more convincing results;
- Strengthen partnerships.

EXPLANATORY NOTE

The French language is a tool that we use to carry out a very important task, which is to promote and defend human rights. However, there is still no real Francophone synergy in our Movement, which speaks English a lot and too often for everyone to be able to express how they feel.

The French-speaking world is a diverse community that is only asking to be able to work in solidarity and in a participatory and complementary way. It expresses itself in different ways but could have a single voice. However, this single voice must be clear, harmonious and unique. The way forward lies through mutual cooperation. We can do this if we really want to.

Cooperation is all the more important now given that EFAI no longer exists and the meetings it organised will no longer take place.

This resolution is in line with decision 13, adopted by the 2009 ICM.

2.05 AI FRANCE RESOLUTION & STATUTE AMENDMENT: GROUP AFFILIATION FEE (PROPOSED BY AI ALGERIA, BURKINA FASO, FRANCE, GHANA, MALI, TOGO AND TUNISIA)

The International Council

AMENDS the Statute by changing the following paragraphs of article 14 on Affiliated Groups (changes in bold):

14. Groups of not less than five members may, **on payment of an annual fee determined by the International Council**, become affiliated to AMNESTY INTERNATIONAL or a section thereof, **in which case the annual fee is determined by the section**. Any dispute as to whether a group should be or remain affiliated **to the international** shall be decided by the International Executive Committee.

...

Each section shall make available to the International Secretariat a register of affiliated AMNESTY INTERNATIONAL groups. Groups in a country, state, territory or region without a section shall be registered with the International Secretariat or **with a section of a neighbouring country that speaks the same language**.

EXPLANATORY NOTE

The first objective is simply to recognize the current system of setting annual fees. It is the general meetings of sections and no longer the International Council that sets membership fees.

In addition, this amendment to the Statute aims to allow a more effective model of development by proposing an alternative affiliation system for groups located in countries or regions without a section: affiliation to a neighbouring section that speaks the same language rather than only to the international. This amendment to the affiliation system could help Amnesty International achieve its development objective in some regions of the world, especially in countries of the South, where it is still too absent. In fact, it would promote, at little cost, the establishment and development of the Movement as well as member participation in actions and decision-making in places where the creation of a section might be difficult.

As the general objective is to maintain and develop activist capacity, this intermediary system whereby local groups can affiliate to a more stable neighbouring section might also guarantee continuity of activist action thanks to regional solidarity between neighbouring sections, in the event of temporary difficulties of governance in their section, or if the IEC decides to close a section in crisis.

2.06 AI FRANCE RESOLUTION & STATUTE AMENDMENT: ROLE OF AFFILIATED GROUPS (PROPOSED BY AI ALGERIA, BURKINA FASO, FRANCE, GHANA, MALI, TOGO AND TUNISIA)

The International Council

REPLACES the following paragraph of article 14 on Affiliated Groups:

An affiliated adoption group shall accept for adoption such prisoners as may from time to time be allotted to it by the International Secretariat, and shall adopt no others as long as it remains affiliated to AMNESTY INTERNATIONAL. No group shall be allotted a prisoner of conscience detained in his/her own country.

With the following text:

The mission of these groups shall be to ensure continuity of action (especially regarding people in danger) and maintain the presence and profile of Amnesty International at the local level; to develop diverse and complementary forms of activism; to participate actively in discussions within the Movement; to contribute to the growth of Amnesty International through the collection of funds and the recruitment and retention of members; to provide human rights education and mobilize supporter networks.

EXPLANATORY NOTE

In the first instance, this aims to update the Statute. Its definition of groups goes back to the Movement's origin and no longer reflects the real situation. The Statute must describe the Movement's local and global organization and the methods of action that have been chosen and developed over 50 years in order to have the maximum effectiveness and impact.

Activism evolves and now includes new forms, especially thanks to the development of new technologies and the creation of online networks and communities, but does not exclude the more traditional forms because the logic of complementarity is part of the Movement's global development. Only local activism will allow the establishment and development of the Movement in regions of the world, especially the South, where internet access is not always possible.

Similarly, it is in their immediate geographical vicinity that local groups can most effectively conduct human rights education, raise the awareness of different sectors of the public about our cause and our action, ensure a high-profile, including in the media, and therefore encourage people to join us and act with us. Besides the recruitment of new members, local activism makes it easier to form partnerships with other organizations in the field and also to lobby locally elected representatives to pass laws that promote respect for human rights.

Finally, the concepts of "active participation" and the participation of international members in the Movement's debates are often highlighted, but in fact, the groups remain the primary place for discussion, training and developing an understanding of the complex realities of a movement like Amnesty International. An international member is by definition more isolated and finds it more difficult to access the information and feel the ownership necessary for participation in the debates and in governance compared to a group member. Were not the overwhelming majority of current national and international leaders produced by this model of activist structure?

2.07 AI SWEDEN RESOLUTION: TO PROHIBIT GOVERNMENT FUNDING OF AMNESTY INTERNATIONAL

PrepCom recommends a discussion with AI Australia in order to investigate commonality of resolutions and look for a possible merge.

The International Council

DECIDES that Amnesty International will not accept government funding.

EXPLANATORY NOTE

Amnesty International has always been very restrictive in accepting funds from state actors. The main rationale behind this position has been that in order for AI to be able credibly criticize governments and state actors there must be no doubt as to our Organization's independence and impartiality. In fact, we would argue that the issue goes even deeper; it is not enough to simply be independent, we must also ensure that we *appear* to be independent at all times.

Our Fundraising Guidelines (FIN 21/03/99) state that we can only accept government funding for relief work and Human Rights Education (HRE). Currently no sections or structures accept state funding for relief work and several sections have decided to adopt more restrictive policies regarding the use of state funds. We cannot see the rationale behind singling out relief work and HRE as areas where it would be permissible for Amnesty International to accept government funds. Even then, there are numerous complications with regards to where we draw the line between government funds that are acceptable and those that are not. How do we for example make a clear distinction between HRE and campaigning? Regardless of which areas we choose to accept government funding, we are always at risk of appearing less impartial. If we choose to make exceptions in a few areas we can no longer in good faith say that we do not accept government funding.

Presently, the total amount of state funds that our Organization accepts is a comparatively small part of our global finances but the trend over the last decade has been to accept increasing amounts of government funding. This means that this is a good time for the Organization to make a choice about whether we want to continue to accept government funds, since the amount of funds we currently accept means that the financial loss would still be manageable.

We believe that it is important to safeguard the things that make Amnesty International unique. Not taking government funds gives the voice of our Organization credibility when we criticize government actors and it also gives us credibility in the eyes of our members and donors. It allows us to do things that other organizations cannot and it opens doors for us that wouldn't otherwise be there. There are many roles that AI could not fill if we were perceived as being any less than completely independent from government actors. That is not something that is easy to quantify.

2.08 IEC RESOLUTION: OPERATIONAL AND GOVERNANCE STANDARDS

The International Council

DECIDES that core standards for all sections and structures should be developed by the IEC and brought to the Chairs Forum for consultation prior to final approval by the IEC no later than the end of 2012.

These standards should:

- specify minimum requirements for governance, organization, and management;
- include measurements of the human rights impact of AI entities' activities;
- include requirements for appropriate alignment between national and global strategies and plans (including the *Global Priorities Statement*);
- be supported by systems for self-reporting, peer-assessment and external verification;
- be linked to the IEC's global oversight role, especially the work of its Finance and Audit Committee (FAC);
- be supported by systems enabling AI entities to apply the lessons of self, peer and external evaluation to achieve greater human rights impact.

DECIDES that AI's existing trademark agreements should be developed into a broad licensing agreement, applicable to all national AI entities, which states AI's expectations of all entities in clear language and specifies the circumstances in which the right to use AI's name, trademarks and brand are granted and can be revoked.

INSTRUCTS the IEC to ensure that the work and the processes required to implement the above decisions are carried out in a timely manner, with regular reporting to the Movement.

CONFIRMS that licensing arrangements will always be consistent with the AI Statute.

EXPLANATORY NOTE

This resolution arises from the work of the Global Governance Taskforce. The consultation on their work in 2011 showed strong backing for AI developing both core standards defining our collective minimum expectations of sections and structures, and the development of licensing agreements to regulate effectively the relationship between the IEC (on behalf of the International Movement) and sections and structures. Core standards can be built on the existing standards for section and structure recognition, for example. Licensing agreements can be built on the existing trademark agreements between the IEC and individual sections and structures.

2.09 IEC RESOLUTION: NEW FORMS OF AI PRESENCE

The International Council

DECIDES that AI should review the forms of national entity that it uses to establish presences in new countries, taking into account:

- the long-term desirability of AI having strong democratically led, self-governing entities with vibrant activist memberships and high levels of activism in as many countries as possible;
- the diverse realities of country contexts and the need to start AI presence in some countries with operations that are initially managed under delegated authority from the International Executive Committee (IEC);
- the options that may exist in some countries to invite partner organizations to become affiliated members of AI;
- the importance of ensuring that international members in such countries are appropriately represented and involved in AI's internal democracy.

DECIDES that the same review should also cover the development of trans-national or sub-national⁸ AI entities.

INSTRUCTS the IEC to

- prepare guidelines and criteria for these new entities;
- prepare any amendments necessary to bring the Statute in line with these developments;
- set up a full consultation process for these matters including updates and discussions at the 2012 and 2013 Chairs Forum Meetings and resolutions for the 2013 ICM.

EXPLANATORY NOTE

The Growth Strategy approved by the IEC has launched projects in several countries to promote AI's presence without establishing, initially, a governance function. During the previous ISP this approach was experimented with to some extent in Kenya and India. The ICM mandated the IEC to explore this approach at the 2001 ICM (Decision 19) and the 2003 ICM (Decision 24) as well as other innovative models described in the paper "Alternative Development Models (ORG

⁸ A sub-national entity could be an AI entity which functions only in one part of a state, e.g. in a region that has a high degree of autonomy from the rest of the state.

30/001/2001)”. It is clear we are aiming to establish fully fledged sections in the mid- to long term, but we need to develop guidelines and criteria for these new entities, building on the experience already achieved and how major growth projects will develop during the next years. Special care will be needed to design a transition model that is aimed at developing local governance and giving progressive representation to AI members in these countries at AI’s international governance meetings.

Similarly, the positive experience of joint work with local NGOs in countries where AI has no presence (‘strategic partnerships’) is expected to mature over the next few years. This approach was described in ICM 2007 Circular 34 (ORG 50/023/2007) and some partner organizations were present as guests at the 2009 ICM. During this ISP we plan to establish collaborations with local NGOs in up to 10 countries, and sign formal Memorandums of Understanding (MoUs) with a handful of them. Again, possible Statute amendments arising from this experience will need to be considered at the 2013 ICM.

At this stage the IEC feels it is premature to present Statute amendments or approve guidelines about these matters. The IEC thinks a consultation and information process is needed and the proposed decision intends to set the framework and a timeframe for such debate. Decisions at the 2013 ICM will be timely considering the growth plans in place in several countries. Background information will be distributed at the 2011 ICM, where a workshop is being planned on these issues.

2.10 IEC RESOLUTION AND STATUTE AMENDMENT: IEC AUTHORITY TO ACT IN CASES OF SECTION CRISIS

PrepCom have asked the IEC to make it clear why they are bringing the procedures before the ICM

The International Council

Statute Amendment 1

DECIDES to delete AI Statute Article 33, to delete the words “or their alternates” from Article 35, and to renumber the remainder of the statute accordingly.

Statute Amendment 2

DECIDES to delete the words “each year” from AI Statute Article 34.

Statute Amendment 3

DECIDES to replace Articles 45 and 46 of the AI Statute by the following articles, and to renumber the statute accordingly:

45. International administration and suspension of entities

The International Executive Committee may decide:

- (i) that there is to be international administration of a section, structure or international network, or
- (ii) to suspend temporarily a section, structure, international network, internationally registered group or international member

if the International Executive Committee considers that in all the circumstances such an action is necessary in order to protect the reputation, integrity or operation of AI, or is unavoidable because of the local circumstances in which the section, structure, network, group or member is operating, and that such an action is the only one reasonably available.

46. Termination of membership and closure of entities

An international member of AMNESTY INTERNATIONAL may terminate their membership at any time by resignation in writing. A section, structure, international network or internationally registered group may voluntarily relinquish its registration at any time by written notice to the Secretary General.

The International Executive Committee may

- (i) terminate the membership of an individual international member;
- (ii) close a section, structure, international network, or internationally registered group.

47. Membership Appeals Committee

The Membership Appeals Committee shall consist of five members elected by the International Council in the same manner and subject to the same conditions as provided for in Article 28 of the International Executive Committee.

The function of the Membership Appeals Committee is to determine appeals in respect of which the Statute or a decision of the International Council gives a right to appeal.

Once the International Executive Committee has made a final decision

- (i) on administration under Article 45 for the first time,
- (ii) on temporary suspension under Article 45 if the temporary suspension is for a period greater than three months,
- (iii) on termination of membership or closure under Article 46,

the section, structure, international network or internationally registered group, anyone who can demonstrate that they speak on behalf of a significant number of its members, or the international member affected, may appeal to the Membership Appeals Committee.

48. Procedures for international administration, suspension, termination and closure

The International Council may adopt procedures:

- (i) in relation to how the International Executive Committee takes decisions under Articles 45 and 46, and in relation to the consequences of such decisions.
- (ii) to be followed by the Membership Appeals Committee.

DECIDES to remove the 1985 ICM Decision 50 (Procedures for Depriving a Section, Affiliated Group or Member of Membership and for Appeal to the Membership Appeals Committee).

DECIDES that the Membership Appeals Committee may formulate its own rules of procedure and update them from time to time as appropriate.

DECIDES to adopt the attached Procedures for temporary suspension of membership and entities, termination of membership, and international administration or closure of entities by the IEC to replace all existing procedures.

Procedures for temporary suspension of membership and entities, termination of membership, and international administration or closure of entities by the IEC:

1. International administration of entities

Before deciding on international administration of an entity under Article 45 of the Statute (International administration and suspension of entities), the International Executive Committee must have informed itself fully regarding the opinions of the leaders and members of the section, structure or international network, given the leaders the opportunity to give reasons why the international administration should not take place, and established that international administration is the best way to address the situation.

At the time of deciding on international administration, the International Executive Committee must provide in writing to the section, international network or structure affected and to all sections and structures the grounds for international administration and the reasons for those grounds. It must also provide the text of its decision and any associated conditions, and state the period of the international administration (which must not be more than three years).

During the period of international administration the IEC is solely responsible for the conduct and operations of the section, structure or international network, and may delegate any of its responsibilities to the Secretary General or to some other person or body.

The International Executive Committee may extend a period of international administration by one or more further periods, but a period of extension must not be for more than three years.

A decision of the International Executive Committee to extend a period of international administration is not subject to appeal to the Membership Appeals Committee.

2. Temporary suspension for longer than three months

Before deciding on temporary suspension of a section, structure or international network for one or more periods in aggregate exceeding three months, the International Executive Committee must inform itself fully regarding the opinions of the leaders and members of the section, structure or international network, and must have given the leaders the opportunity to give reasons why the temporary suspension should not take place, and have established that temporary suspension is the best way to address the situation.

At the time of deciding on temporary suspension, the International Executive Committee must provide in writing to the section, international network, structure, internationally registered group or

international member affected and to all sections the grounds for the suspension and the reasons for those grounds. It must also provide the text of its decision and any associated conditions, and state the period of the temporary suspension (which must not be more than three years).

During a period of temporary suspension a section, structure, international network, internationally registered group or international member may no longer represent or use the name of AMNESTY INTERNATIONAL and control and ownership of any property (including intellectual property) shall be in accordance with any decision of the International Council and otherwise as determined by the International Executive Committee.

The International Executive Committee may extend a period of temporary suspension by one or more further periods, but a period of extension must not be for more than three years.

A decision of the International Executive Committee to extend a period of temporary suspension is not subject to appeal to the Membership Appeals Committee.

3. Termination of membership and closure of entities

At least two months before taking a final decision under Article 46 of the Statute (Termination of membership and closure of entities), the International Executive Committee must provide in writing to all sections and structures, and to the section, structure, international network, group or member affected, the grounds for the proposed termination or closure and the reasons for those grounds, and must give the section, structure, international network, group or member the opportunity to advance to the International Executive Committee reasons why the decision to terminate or close should not be taken.

Once the membership, recognition, registration or establishment of a section, structure, international network, affiliated group, or international member has been terminated, it or they may no longer represent or use the name of AMNESTY INTERNATIONAL and control and ownership of any property (including intellectual property) shall be in accordance with any decision of the International Council and otherwise as determined by the International Executive Committee.

EXPLANATORY NOTE

The first amendment removes a provision in the Statute that is no longer required.

The second amendment gives the IEC the discretion to elect its Chair for more than one year. At the time of writing, the IEC is drafting an IEC procedure manual which will specify that the IEC will normally elect its Chair at its first meeting after the ICM to serve a two-year term (i.e. to serve for a full cycle between ICMs).

The third amendment addresses a number of weaknesses in the existing wording of Articles 45 and 46. The powers available to the IEC under the existing Statute Article 46 are unclear, as was

demonstrated in the case of AI Ukraine in 2010 (see *Membership Appeals Committee: Appeal By AI Ukraine (In Suspension) Against IEC Decision 73-23*, ORG 41/013/2010 for details).

This resolution clarifies the authority of the IEC, states clearly the three types of intervention available to the IEC (administration, suspension and closure), and updates the role and functioning of MAC. It also removes the alternate MAC members since we believe that a 5-person committee can function adequately without alternates.

The existing IEC procedures which will be replaced by the text attached to this resolution are contained in "*Procedures for imposition of sanctions on any section, structure, international network, affiliated group, or international member and response to immediate threats*" (ORG 70/001/2007). Decisions on administration, suspension, termination and closure are at the heart of AI's democratic governance. We believe, therefore, that the ICM should set the framework within which the IEC makes such decisions. For this reason, we believe that the ICM should itself approve the IEC procedure statement attached to this resolution.

The existing MAC rules of procedure are contained in "*Procedure Statement for the Membership Appeals Committee in considering appeals*" (ORG 40/001/2010).

2.11 IEC RESOLUTION: DIVERSITY AND GENDER-EQUALITY

The International Council

ASKS every section and structure to implement the revised Gender Action Plan and the Roadmap for Diversity drafted by the IEC's Diversity and Gender Mainstreaming Taskforce or to use the above-mentioned papers to complement their ongoing plans and strategies on those topics;

DECIDES that all sections and structures shall report on their implementation of these two documents by the end of 2012 so that a discussion on diversity and gender equality at the 2013 Chairs Forum may be based on a review of their implementation of these two documents;

FURTHER DECIDES that, when deciding on their delegations for international meetings, including the ICM, each section and structure should take diversity and gender equality into account;

ALSO REQUESTS that the IEC work with all sections and structures to achieve the goals set forth in this decision.

EXPLANATORY NOTE

The International Movement has committed itself to promoting diversity within Amnesty International in a series of International Council Meeting (ICM) resolutions starting with Decision 59 of the 1985 ICM of Helsinki and also through promoting gender equality and adopting a gender action plan in 2003.

Moreover, Decision 33 of the 1999 ICM of Tróia (Portugal) encouraged all sections and leadership within AI to develop and implement a multicultural plan, seeking to ensure a membership drawn from every community and culture in each section and structure and ensuring that policy-making and decision-making processes reflect that diversity and respect for multiculturalism, especially in relation to minority and marginalized communities and cultures within each country.

At its 2010 December meeting, the IEC discussed a set of proposals from the Diversity and Gender Mainstreaming Taskforce that would facilitate the ongoing transformation of Amnesty International into a more diverse, gender-sensitive and responsive organization. Also, the IEC found that it is especially important that Amnesty International's decision-making processes at all levels, including the ICM and Chairs Forum, reflect the diversity of the societies and communities in which Amnesty International has sections and structures and reflect Amnesty International's commitment to gender equality.

Therefore, believing that diversity and gender equality within Amnesty International are crucial to the growth agenda agreed upon at the 2009 ICM of Antalya (Turkey), the IEC welcomed the Diversity and Gender Mainstreaming proposals and agreed to endorse the plans to promote "diversity and gender equality across the Movement". These plans include the development of a second edition of the Gender Action Plan and a road map for diversity. Drafts of both documents will be circulated for consultation with the Movement around May 2011 and the IEC is keen to approve the final versions of both papers around June 2011. The IEC strongly believes that an ICM resolution would formalize the Movement's commitment to these issues.

WORKING GROUP 3

GOVERNANCE

CHAIR: Frans Huijnen

WORKING LANGUAGE: English

ALL WORKING GROUPS WILL INCLUDE:

Introductory session; Engaging the context of the ICM: Growth Strategy, Human Rights Strategy, One Financial Amnesty and Governance; an International management update; and Engaging the GPS

3.01: Roles and responsibilities of AI governance bodies

3.02: Chairs Forum

3.03: Strengthening membership participation in governance on a global level

3.04: Inclusion of external voices

3.05: Statute amendment to clarify election procedures

3.06: Publicizing election vote totals

3.07: Amendments to the process for nominating and electing IEC members

3.01 IEC RESOLUTION AND STATUTE AMENDMENT: ROLES AND RESPONSIBILITIES OF AI GOVERNANCE BODIES

The International Council

DECIDES to rename AI's governance bodies as follows, and instructs the IEC to ensure that the AI Statute and other documentation are updated in line with this decision:

International Executive Committee
International Council Meeting

Global Board of Amnesty International
Global Assembly of Amnesty International

DECIDES that the roles of AI's governance and leadership bodies in the governance of the AI movement are as shown in the following table.

DECIDES that the IEC should bring suitable Statute amendments to the 2013 ICM to embed these roles and responsibilities in appropriate ways in the AI Statute.

DECIDES that by the end of 2011 a short explanatory leaflet should be produced to elaborate on the following table and provide a convenient reference point for all members interested in their Movement's governance and democracy.

DECIDES that the terms of reference of the Chairs Forum will be updated - in a process involving the Chairs Forum itself - to reflect the roles shown in the following table, clarifying in particular that the Chairs Forum has the authority to take decision on any issues that are explicitly referred to it for decision or approval by an ICM or by the IEC.

EXPLANATORY NOTE

This resolution arises from the work of the Global Governance Taskforce. An accompanying ICM circular explains the rationale of the resolution. The roles of AI's governance and leadership bodies shown in the main table will take effect immediately at the end of this ICM. It is understood that normal operating procedure in AI governance is to inform all relevant parties about decisions that affect them. "Informs" in the table therefore simply draws attention to particularly important situations where such informing is appropriate.

The IEC believes that considerable work will be required for the precise formulation of the Statute Amendments relating to the roles of AI's governance and leadership bodies in the governance of the AI movement, and has therefore deferred this to 2013.

Table of Governance Roles and Responsibilities

GOVERNANCE FUNCTION		ICM	IEC ⁹	SECRETARY GENERAL	CHAIRS FORUM ¹⁰	NATIONAL SECTIONS ¹¹	MEMBERS & ACTIVISTS	
PURPOSE & DIRECTION:								
1	Changes to mission, vision, values, and principles:	International	Approves	Proposes	Consulted	Consulted	Consulted, with option to propose	Consulted by S/S boards or by IEC as appropriate if no board
		Local	---	Informed	Informed	---	Decides	Consulted by S/S board and approve as required by local statute
2	Agreeing and reviewing global strategy (ISP)	Approves	Proposes	Develops	Consulted	Consulted, with option to propose	Consulted by S/S boards or by IEC as appropriate if no board	
3	Agreeing and reviewing global priorities (GPS)	Consulted	Approves	Proposes	Consulted	Consulted, with option to propose	Consulted by S/S boards or by IEC as appropriate if no board	
4	Agreeing and reviewing international operational plans (ISOP) & budgets.	---	Approves	Proposes	---	Informed	Informed by S/S boards and IEC	
5	Agreeing and reviewing local operational plans & budgets	---	---	Informed	---	Decides	Consulted by S/S boards	
6	Agreeing and reviewing global campaigns	Informed	Approves	Proposes	Consulted	Consulted	Consulted by S/S boards or by IEC as appropriate if no board	

⁹ In the IEC column, “approve” includes “approve its own proposal”.

¹⁰ Note that, in addition to the roles listed in this table, the Chairs Forum is able to take decisions on any issues that are explicitly referred to it by an ICM or by the IEC.

¹¹ National statutes will determine whether it is the AGM, the board, or some other body which makes decisions on behalf of the national section.

7	Agreeing countries where AI will develop new presence	Informed	Approves	Proposes	Informed	Informed	Informed by S/S boards or by IEC as appropriate if no board
8	Agreeing the international financial assessment system	Approves	Proposes	Develops	Consulted	Consulted, with option to propose	Consulted by S/S boards or by IEC as appropriate if no board
9	Agreeing broad external global policy positions	Approves if controversial	Approves ¹²	Proposes & Interprets ¹³	Consulted	Consulted, with option to propose	Consulted by S/S boards or by IEC as appropriate if no board
GOVERNANCE RULES:							
10	Amending AI Statute and governance procedures	Approves	Proposes	Develops	Consulted	Consulted, with option to propose	Consulted by S/S boards or by IEC if no board
11	Amending local statute and governance procedures	---	Informed	Informed	---	Decides	Consulted by S/S board and approves as required by local statute
12	Amending criteria for new sections	Approves	Proposes	Develops	Consulted	Consulted	Consulted by S/S Boards or by IEC if no Board
13	Admitting or expelling sections	Informed	Decides ¹⁴	Develops	Informed	Informed	Informed by S/S Boards or by IEC if no Board
14	Interventions in section governance	---	Decides	Develops and Proposes	---	Informed/Consulted as appropriate	Informed/ Consulted by S/S boards or by IEC if no board

¹² The IEC may refer controversial or contentious policy issues to the ICM for decision.

¹³ The Secretary General has authority to interpret/refine policies within broad policy lines agreed.

¹⁴ The IEC has the authority to suspend sections and to enforce other forms of intervention, pending final decision by the Membership Appeals Committee (MAC).

GOVERNANCE FUNCTION		ICM	IEC	SECRETARY GENERAL	CHAIRS FORUM ¹⁵	NATIONAL SECTIONS	MEMBERS & ACTIVISTS	
CUSTODIANS OF REPUTATION AND RESOURCES:								
15	Investments and use & disposal of key assets	International	---	Approves	Proposes	---	Informed	
		Local	---	---	---	---	Decides	Informed by S/S boards
16	Controlling registration and use of the brand	---	Approves	Proposes	---	Consulted	Consulted by S/S boards or IEC if no board	
17	Approving annual accounts & appointing auditors:	International	Informed	Approves	Proposes	---	Informed	Informed by S/S boards or IEC if no board
		Local	---	---	---	---	Approves	Informed
18	Accountability reports	International	---	Informed	Approves	---	Informed/Consulted	Informed/Consulted by S/S boards or IEC if no board
		Local	---	---	---	---	Approves	Informed/ Consulted by S/S boards
19	Identifying risks and risk management plans:	International	---	Approves	Proposes	---	---	-----
		Local	---	---	---	---	Proposes and Approves	Informed/ Consulted by S/S boards

¹⁵ Note that, in addition to the roles listed in this table, the Chairs Forum is able to take decisions on any issues that are explicitly referred to it for decision or approval by an ICM or by the IEC.

OVERSIGHT OF EXECUTIVE LEADERSHIP:							
20	Appointing the Secretary General	---	Decides	---	Consulted	Consulted	Informed
21	Reviewing the performance of the Secretary General	---	Decides	---	---	---	---
22	Appointing and leading the Global Management Team (GMT)	---	Consulted	Decides	---	Informed	---
23	Approving Secretary General delegated authorities	---	Approves	Proposes	---	---	---

3.02 AI FRANCE RESOLUTION & STATUTE AMENDMENT: CHAIRS FORUM

The International Council

AMENDS the Statute by inserting the following clauses:

After article 7:

The Chairs Forum is a permanent forum, which has the following functions;

- (i) to give opinions and recommendations to the Movement and to the IEC on all questions relating to Amnesty International governance;
- (ii) to participate in decision-making with the IEC on the most important questions and on those most likely to be controversial within the Movement;
- (iii) to take decisions on issues submitted to it by the ICM or the IEC;
- (iv) to contribute to developing and implementing the Integrated Strategic Plan (ISP) and other decisions at the international level;
- (v) to support the IEC in the supervision of AI management at global level;
- (vi) to ensure that all AI structures are mutually accountable with regard to their implementation of global strategies;
- (vii) to contribute to the introduction of effective and efficient governance systems in sections and structures and also at the international level;
- (viii) to provide a forum for consultation and dialogue and for improving cooperation and management skills;
- (ix) to give an opinion on international budgets (income and expenditure) and participate in monitoring the accounts.

After article 38:

40. The Chairs Forum shall be composed of the incumbent chairs of AI sections and structures or other executive members nominated by sections/structures, as well as three representatives of international members, who shall have voting rights.

41. The Chairs Forum shall meet at least once a year at the location of its choice.

42. The Chairs Forum shall have a Steering Committee, which shall have the duty to ensure the introduction of the mechanisms and procedures necessary for the Forum to exercise its mandate.

43. The Steering Committee shall be composed of six members of the Chairs Forum and the Chair of the IEC or person designated by him/her.

44. The members of the Steering Committee shall be elected by representatives of the Chairs Forum who have voting rights.

45. The agendas of Chairs Forum meetings shall be prepared by the International Secretariat under the direction of the Steering Committee.

46. Voting rights at the Chairs Forum shall be calculated in the same way as at the ICM.

DECIDES to therefore renumber all the articles of the statutes.

EXPLANATORY NOTE – [Currently being prepared]

PrepCom suggests a discussion with the IEC given resolution 3.01.
PrepCom has edited the resolution to standardize the format of the operational clauses and explanatory note.

3.03 AI GERMANY RESOLUTION: STRENGTHENING MEMBERSHIP PARTICIPATION IN GOVERNANCE ON A GLOBAL LEVEL

PrepCom recommends a discussion with the IEC and AI France to look for a possible merge of resolutions.
PrepCom has edited the resolution to standardize the format of the operational clauses and explanatory note.

The International Council

ASKS the IEC to continue analyzing governance structures and processes and proposing, where adequate, new structures and procedures;

FURTHER ASKS the IEC to give special attention to the Chairs Forum and, together with the Chairs Forum Steering Committee, to make suggestions for strengthening its role within decision-making and governance processes.

EXPLANATORY NOTE

The reports and proposals of the *Global Governance Taskforce*, most notably on the review of the Chairs Forum, have been very helpful and interesting material for further discussion on strengthening governance within “One Amnesty”. Nevertheless, the Chairs Forum Review was not complete since it did not, for instance, take into sufficient account the impact of the Chairs Forum’s decisions and discussions on the development of the Movement. There is a need to ensure adequate and effective participation of AI’s membership, most notably through sections and structures, not only at decision-making but also at decision-enforcing, implementation, and control processes. The Chairs Forum is one of the most effective tools for ensuring effective membership participation.

In AI Germany’ view, the *Global Governance Taskforce*, set up by the IEC, has done a good job in analyzing currently existing governance structures and procedures, but the work is far from being complete. Most notably, there is still no coherent concept of what the Chairs Forum’s role could and should be in this context. As the Chairs Forum is one of the most effective tools for ensuring sections’ and structures’ participation in decision-making and implementation processes, its role needs to be further developed.



3.04 AI AUSTRALIA RESOLUTION: INCLUSION OF EXTERNAL VOICES

PrepCom has edited the resolution to standardize the format of the operational clauses and explanatory note.

The International Council

INSTRUCTS the IEC to engage in further consideration of options to include external voices, expertise and perspectives, particularly where relevant to our governance practices and obligations, as part of AI’s ongoing work to strengthen its global governance systems and structures.

FURTHER INSTRUCTS the IEC to report to the 2013 ICM on their work in this area.

EXPLANATORY NOTE

It is vital to incorporate people with whom and for whom we work into all levels of our organization. It is also good sense to acknowledge that we can always improve our practices and processes. The challenge for AI is to think strategically, logically and systematically about how we can best engage with external voices, expertise and perspectives. To date, this challenge has been addressed in a relatively piecemeal fashion. Various sections and structures of AI have worked to include diverse perspectives, and at recent Chairs Forum Meetings attendees have discussed methods of inclusion of external voices within their individual sections or structures. AI Australia acknowledges and welcomes the progress made to date on broadening the perspectives included within the work of AI. We also acknowledge that many activists and members are themselves rights-holders at risk and bring important perspectives to AI’s work, particularly in smaller sections and structures.

However there is still some distance to go in fully incorporating external perspectives in our organization. AI Australia is interested to explore additional opportunities to incorporate external voices, expertise and perspectives within the work of AI. More detailed focus on this area by the IEC could result in a more systematic, structured and beneficial process for incorporating and benefiting from different perspectives. We further believe that AI could particularly gain from the inclusion of external voices in developing and assessing our governance practices and obligations. One specific example could be including feedback from rights-holders at risk or external experts when reviewing AI’s performance against the Integrated Strategic Plan. A further example could be the inclusion of different external perspectives and experiences in developing the distribution aspect of Assessment 2 Distribution (A2D). As an organization, we need to more clearly and comprehensively consider the opportunities and mechanisms that we can use to strategically identify and include relevant external perspectives.

Decision 10 of the 2009 ICM instructed the IEC to develop a clear allocation and explanation of the global governance roles and functions for relevant AI bodies and entities. Decision 10 of the



2009 ICM also called for Amnesty International to meaningfully engage internal and external stakeholders in AI's governance. This decision built further on the outcomes of Decision 2 of the 2007 ICM which called for greater involvement of rights holders in Amnesty International's decision making. AI Australia is keen to ensure that consideration about methods of inclusion of external voices, expertise and perspectives continues and puts this resolution forward in that spirit.



3.05 IEC RESOLUTION: STATUTE AMENDMENT TO CLARIFY ELECTION PROCEDURES

The International Council

DECIDES to remove from AI Statute Article 28 the phrase “, and once such a member has received sufficient votes to be elected, any votes cast for other members in that section, structure or affiliated group, or for international members resident in that country, state or territory, shall be disregarded.”

EXPLANATORY NOTE

The interim International Nominations Committee (iINC) has requested that the IEC present this resolution to the ICM so that the iINC can carry out the tasks given to it by the 2009 ICM.

The purpose of this Statute amendment is to remove a phrase which makes no sense. There is no “sufficient [number of] votes to be elected” because the four candidates with the largest numbers of votes are elected to the IEC (and the equivalent is true for other internationally elected positions) without there being any quota or other requirement for the number of votes they receive.



3.06 AI CANADA (ES) RESOLUTION: GOVERNANCE - PUBLICIZING ELECTION VOTE TOTALS

PrepCom has edited the resolution to standardize the format of the operational clauses and explanatory note.
PrepCom suggests AI Canada (ES) considers the use of 'delegate' and its definition as per the ICM Standing Orders.

The International Council

DECIDES to amend article 11 of the Standing Orders of the International Council Meeting, by replacing paragraph 7 with the following:

“The election officer shall announce who shall be elected. Details of the number of votes obtained by each candidate shall be made available to any International Council delegate and any candidate who requests such information, in a manner to be determined by the election officer who respects both the right of the ICM to a transparent electoral process, and the right of electoral candidates to discretion and consideration.”

EXPLANATORY NOTE

In 2007, the ICM decided to amend article 11 of the Standing Orders of the ICM by adding a new paragraph 7, which reads: “The election officer shall announce the results of elections by giving details of the number of votes obtained by each candidate at an appropriate moment specified by the Chair during the International Council”.

This decision was implemented during the 2009 ICM, at which the general announcement of election results included details of the number of votes received by each candidate for the International Executive Committee.

The impetus for the 2007 decision was to increase transparency. The explanatory note for the 2007 resolution stated that publicly announcing the number of votes obtained by each candidate, apart from being a guarantee of democracy, would be a useful tool for candidates as it would allow them to know how successful their work during the ICM had been and how much support their ideas had amongst the delegates.

What was evident in 2009 was that publicly announcing the specific vote totals in elections can also have a detrimental impact. An election is an open and exciting process for the meeting; at the same time it is a very personal matter for the candidates and is potentially discouraging and uncomfortable for those who are unsuccessful. This motion hopes to preserve transparency in ways that respect the dignity of unsuccessful candidates and that do not discourage worthy individuals from standing for election.

Persons who stand for election to AI’s international bodies demonstrate a willingness to spend enormous amounts of time and energy on behalf of our organization. For that, we believe they



deserve our gratitude and respect, and not the risk of public humiliation. The Canadian section (ES) believes that instituting a practice whereby the details of election results are made available to any delegate or candidate who requests this information, in an open and accessible manner to be determined by the election officer, can achieve an appropriate balance between the commitment of the movement to democracy and transparency, and the right of the individual candidate to discretion and consideration.

We also believe that this practice will help avoid creating the perception of greater or lesser mandates among elected IEC members, when they should be seen and be working as a team of equals.



3.07 IEC RESOLUTION: AMENDMENTS TO THE PROCESS FOR NOMINATING AND ELECTING IEC MEMBERS

The IEC takes no position on the content of this resolution. The IEC is submitting this resolution at the request of the interim International Nominations Committee (iINC) to ensure that an appropriate opportunity for discussion and, if appropriate, decision, is available to the movement

The International Council

Deadline for nominations of IEC candidates

DECIDES to replace “24 hours before the election is held” by “two weeks prior to the opening date of the International Council Meeting” in ICM Standing Order 11.2.

Right to nominate candidates

DECIDES to replace “submitted by sections and structures” by “submitted by sections, structures or the International Nominations Committee” in ICM Standing Order 11.3.

Attendance by candidates at the ICM

DECIDES to add a new Standing Order:

11.8. If a candidate nominated by the International Nominations Committee (INC) is not part of a section or structure’s delegation, *and will not be attending the ICM in any other capacity*, the INC can apply to the International Budget for assistance. *The ICM chair will decide whether to grant such applications.*

EXPLANATORY NOTE

The interim International Nominations Committee (iINC) has requested that the IEC present this resolution to the ICM so that the iINC can carry out the tasks given to it by the 2009 ICM.

The purpose of this resolution is to:

- (a) Bring forward to deadline for nominations to two weeks before the ICM to ensure that all delegates can be fully informed about all candidates at the start of the meeting, and to discourage anyone from standing for the IEC “at the last minute.”
- (b) Give the INC itself the power to nominate candidates.
- (c) Ensure that all candidates can attend the ICM.

WORKING GROUP 4

FINANCE

CHAIR: Anna Skarbek

WORKING LANGUAGE: English

ALL WORKING GROUPS WILL INCLUDE:

Introductory session; Engaging the context of the ICM: Growth Strategy, Human Rights Strategy, One Financial Amnesty and Governance; an International management update; and Engaging the GPS

4.01: One Financial Amnesty

4.02: Distribution as part of the A2D system

4.03: Assessment of distribution

4.04: Technical finance issues

4.05: Statute amendment on financial reporting

4.06: IEC compensation

4.07: Transparency on compensation



4.01 IEC RESOLUTION: ONE FINANCIAL AMNESTY

The International Council

DECIDES

1. Investing in human rights impact

- (a) The increased international budget resulting from the decisions below will be allocated to projects and activities aimed at increasing the human rights impact of AI, primarily focusing on the Global South;
- (b) The International Executive Committee (IEC) will ensure the development of all the necessary mechanisms to allow for full accountability to internal and external stakeholders about the resources AI spends and the outcomes and the human rights impact of all strategic investments, regardless of the place or the mechanism that they relate to.

2. Financial infrastructure

- (a) With effect from 1 January 2012 all AI entities will:
 - (i) have a financial year-end of 31 December;
 - (ii) apply the common accounting framework for international reporting purposes;¹
- (b) The common accounting framework and the reports generated by this framework will fully replace the existing Global Income Monitoring (GIM), Standard Financial Report (SFR) and International Mobilization Trust (IMT) Budget Report by 2015 at the latest;
- (c) For as long as they are in use, the GIM will be submitted to the International Secretariat (IS) within 30 days of the end of each half year and the SFR within 6 months after the end of the calendar year;
- (d) Based on the information provided by all AI entities the IS will:
 - (i) produce reports about the allocation of global resources for the benefit of both internal and external stakeholders,
 - (ii) develop cost-structure benchmarks, share them with the Movement and encourage AI entities to aim for best practices. Provisions will be developed allowing the Secretary General (SG) to act when an AI entity does not meet agreed standards;
- (e) All AI entities will submit the audit reports and management letters (with management responses) of their external auditors within 6 months after the end of the calendar year.

3. Financial growth

In view of the growth goal set by Decision 15 of the 2009 ICM, all sections and structures will report their actual and budgeted income growth to the IEC and the SG and give a detailed rationale, including - if that is the case - the justification for not (yet) being able to achieve the agreed growth targets. In cases where the average aggregated growth goal cannot be achieved,

¹ The IEC may permit entities to delay their application of the common accounting framework if they are not ready by this date.



sections and structures will engage with the SG in order to explore additional initiatives and investments.¹

4. A revised assessment system

The following assessment system will be implemented with effect from 1 January 2012.

(a) There will be five assessment bands as follows. The assessment percentage for each band will only apply to income in that band.²

Band 1:	€0 - €200,000	Zero-rated
Band 2:	€200,000 - €1,000,000	25%
Band 3:	€1,000,000 - €6,000,000	35%
Band 4:	€6,000,000 - €10,000,000	40%
Band 5:	€10,000,000 -	50%

(b) The assessment rates will be applied to the assessable income of a section or a structure as defined below.³

(c) Assessable income will be calculated as follows:

$$\text{Assessable income} = \text{Total income}^4 - \text{non-assessable income} - \text{deductions}$$

(d) The following income categories will be considered as non-assessable income

- Income received from the international budget or from another AI entity, provided that it is approved by the SG.
- Restricted income⁵ spent locally or through the international budget with the agreement of the SG.⁶

(e) The following expenditure categories will be accepted as deductible from the assessable income:

- Additional voluntary contributions⁷ (AVCs) paid to the international budget.
- Funds granted to another AI entity, provided that the grant is approved by the SG.
- Direct costs⁸ of merchandising activities.

¹ Some Key Performance Indicators (KPIs), such as income per capita, income related to Gross Domestic Product (GDP), and (minimum) return on investment could be used as criteria for future investment decisions.

² Following further analysis and consultations in the coming months, the IEC may propose modest amendments to these assessment bands and percentages.

³ More analysis is needed on local group income to finalize the accounting treatment and presentation under the Common Accounting Framework and the treatment of this local group income under the revised assessment system.

⁴ The International Financial Reporting Standards (IFRS) and our Common Accounting Framework report foreign exchange gains/losses, interest income, gains from investments and other diverse income as “Other income”. This “Other income” is NOT included in the “Total income” in this formula. As an exception to this rule we will include interest income in the “Total income” in this formula.

⁵ Income earmarked for relief is treated as restricted income.

⁶ All AI entities are encouraged to avoid restrictions on income as these limit the flexibility of AI to allocate resources to its operational plans. AI entities which have a potential income source with restrictions should engage with the SG before making such agreements.

⁷ AVCs are expected to be phased out as this new assessment system is phased in, although they may continue to be used in special circumstances.

⁸ Direct costs are the amounts paid for the goods sold.



- (f) The assessment to be paid by a section or structure in a particular year will be based on the assessable income two years previously.
- (g) Assessable income and the assessment will be calculated in euros but will be invoiced and paid in local currencies.¹
- (h) Assessment issues for which there is no provision in this decision will be decided by the IEC. The same applies for exceptions to the rules that have been decided. The IEC will report these decisions to the ICM.

5. Transitional arrangements up to 2016

The following transitional arrangements will be put in place to allow funding sections progressively to increase the share of their local income to be allocated to the international budget and to protect their financial health.

- (a) The deductibility of fundraising expenditures under the current assessment system will be phased out as follows: 60% of the fundraising expenditure² reported in the 2010 SFR will be deducted from the 2012 assessment; 55% for 2013, 45% for 2014, 35% for 2015, 25% for 2016, 15% for 2017 and 0% for 2018.
- (b) Any funding section that would experience a drop of more than 5% of its available funds (i.e. total income – assessment payments) in a single year's budget as a result of the change in assessment system may request additional relief from the IEC.
- (c) As long as the 40% goal has not been reached, the IEC may make calls for Additional Voluntary Contributions to complement the international budget.
- (d) The IEC will report on the financial impact of the new assessment system and the transitional arrangements at the 2013 ICM. These analyses will be based on the Common Accounting Framework. The 2013 ICM will review the pace and the arrangements of this transition towards the 40% goal.

INSTRUCTS the IEC to ensure that the work and the processes required to implement the above decisions are carried out in a timely manner, with regular reporting to the Movement.

INSTRUCTS section and structure boards to constructively engage with the IEC and the IS to achieve a full and timely implementation of the above-mentioned decisions.

EXPLANATORY NOTE

The full rationale for this decision is presented in the accompanying circular. The main principles and facts which have guided its development are:

- The AI Movement remains committed to the growth goal of 2009 ICM Decision 15, i.e. an aggregated growth for the whole Movement over the 6 year period of ISP2 of 35%, net of inflation.
- While an aggregated growth goal is aspirational by nature for a federal organization like AI, all individual sections and structures should develop their fundraising plans and budgets with their contribution to this growth goal as a target.

¹ As in the current system, currency risk is taken fully by the international budget so there will be no currency risk for the funding sections.

² The definition of "fundraising expenditure" used here is the same as the definition used in the current assessment system and includes relevant employee compensation and other expense allocations as shown in the SFR template.



- The AI Movement also remains committed to the target of 40% of the global income to be available for the international budget of the financial year 2016, as stated in Decision 15 of the 2009 ICM.
- The new assessment system needs to be as fair and as simple as possible and should allow AI to achieve its goals of growing the international budget and of distributing the global resources.
- The lowest band is zero rated to allow normal overhead expenditures to be free of assessment in most cases.
- While a progressive assessment system (sections with the highest income contribute the highest percentage of their income) implies different net contribution rates for sections and structures with a different income level the principle of the same rate for the same income level will apply under the new assessment system.
- Transitional and final arrangements will ensure maximum fairness between funding sections and avoid major disruptions of the available funds of individual sections.
- The SG is designing a new distribution system to implement the plans to allocate more resources and to invest in the strategic areas as defined in the 2009 ICM Decision 15. It will include systems and procedures allowing distributed activities both through sections and structures and through SG-led IS offices in other parts of the world. This process will involve wide consultation with all Movement stakeholders, including at the 2011 ICM; it will be based on good practice in other organizations; it will be approved by the IEC in time for decisions for 2012 funding; and it will be in place effective September 2011.
- While this resolution is the implementation of widely supported decisions of previous ICMs, and while it is key for the relevance and the human rights impact of AI where it really matters, the IEC will closely monitor the consequences of its implementation on the viability and the fundraising capacity of the funding sections, making sure that neither the long-term capacity of AI to raise income nor the core mission of funding sections is jeopardized.



4.02 AI GERMANY RESOLUTION: DISTRIBUTION AS PART OF THE A2D SYSTEM

PrepCom has edited the resolution to standardize the format of the operational clauses and explanatory note.

The International Council

ASKS the IEC to develop a distribution system for decision by the 2013 ICM that ensures the participation of sections and structures.

INVITES IEC to discuss with relevant stakeholders if the Chairs Forum, the International Finance Meeting or other body can play an active role in decision-making and implementation processes with regard to distribution.

EXPLANATORY NOTE

The IEC has decided not to bring a resolution on the distribution part of the A2D system to this ICM. But distribution is, as Decision 15 of the 2009 ICM shows, an integral part of this system. It is, therefore, indispensable to develop mechanisms that ensure fair participation of sections and structures in the relevant processes.

Specifically, ICM decision 15 (2009), in paragraph 1 (g), calls for the IEC to develop a revised assessment and distribution system for decision by the 2011 ICM, and that this system should link the distribution of resources with the objectives of the ISP. It is necessary to ensure that sections and structures are involved in decision-making and implementation processes with regard to distribution of resources.



4.03 AI UNITED STATES OF AMERICA RESOLUTION: FINANCE – ASSESSMENT TO DISTRIBUTION

PrepCom recommends a discussion with the IEC

The International Council

ASKS the IEC to maintain the aspirational nature of the 35% growth target identified in Decision 15 of the 2009 ICM.

DECIDES to scale back on the goal of a 60:40 distribution of income between sections and the international budget based on the actual growth of a section's income.

DECIDES that any revisions to the assessment system will continue to make provision for fundraising expenses to be deducted from assessable revenues.

ASKS the IEC to make provisions to protect against the risk of revenue shortfall at the section level as it formulates an A2D policy covering the distribution of revenues. This will ensure the financial stability of all the sections.

AFFIRMS that if section growth targets are not met, that assessment rates will not be raised, and for such circumstances, **ASKS** the IEC to develop a mechanism for section relief.

ASKS the IEC to make provisions to protect against the volatility of section revenues when drafting an assessment policy and determining the International budget.

ASKS the IEC to submit to the ICM terms of reference for an A2D implementation and monitoring body as recorded in Decision 15(1h) by the 2009 ICM, including its composition and mandate as well as mechanisms of accountability, transparency, communication to sections and its oversight role with regards to the growth strategy.

DECIDES that this A2D implementation and monitoring body from this resolution begins for all years beginning after the 2011 ICM.

EXPLANATORY NOTE

The IEC, on the instruction of the 2009 ICM and in accordance with Decision 15, called and received proposals from the Assessment to Distribution Taskforce (appointed by the IEC) in order to implement 2007 ICM Decisions 21 and 22. The IEC encouraged the discussion of these proposals at the May 2009 International Finance Meeting. Subsequent to the ICM, the IEC developed an advisory "interim A2D taskforce" to provide advice to it in consultation with other entities and experts on the development of a new assessment and distribution system. This effort produced the A2D/One Financial Amnesty proposal distributed in July 2010, which was further discussed at the Chairs Forum in May 2010 and an International Finance Meeting in July 2010. The A2D proposal is an attempt to harmonize and integrate AI's financial systems and to ensure that a larger share of its resources is spent to improve the human rights situation in the global South and East. Although AIUSA supports these overall concepts, we note troubling inconsistencies in the A2D proposal. For example, while the proposal clearly states there is no one size that fits all, it also offers a standard formula that implies that indeed one size fits all



sections. Further, the proposal specified that it is in nobody's interest to force sections to cut their operations or otherwise be financially harmed in order to fulfil a formula, there are no processes delineated to address what must necessarily be an array of exceptions. The development of a consistent policy with some consideration of each individual section's uniqueness is welcomed. In order to accomplish this, the proposed resolution offers mechanisms for flexibility in the target growth rate, deduction allowances, the 60-40 formula and assessment fees. The proposed resolution also reinforces entities called for in Decision 15, namely the implementation and monitoring bodies of the overall A2D process. In addition, the resolution seeks to protect against financial risk that may be incurred by sections. Finally, the proposed resolution allows each section to participate in the integration of financial systems and the growth strategy without compromising its effectiveness in meeting human rights goals.



4.04 IEC RESOLUTION: TECHNICAL FINANCE ISSUES

The International Council

DECIDES

1. That the budget cycle for the international budget will be yearly, starting with the financial year of 1 January – 31 December 2012.
2. That every budget for one financial year will include a high level budget for the following year.
3. To delete Article 5.3 of the ICM Standing Orders.
4. To delete Article 6.4 of the ICM Standing Orders.
5. To repeal Decision 53 of the 1995 ICM, “Guidelines for Capital Expenditure” of the International Secretariat.
6. To delegate fully to the IEC capital expenditure decisions relating to the International Secretariat.

REQUESTS that the IEC draft a capital expenditure policy to amend and update the formal and informal documents currently in use; to communicate the new policy to the Movement by the end of 2011.



4.05 IEC RESOLUTION: STATUTE AMENDMENT ON FINANCIAL REPORTING

The International Council

DECIDES to amend Article 17 of the Statute to read:

"If a section has not provided its standardized financial report and its audited accounts to the International Secretariat within one month of the final date for submission on each of the last two occasions such a report was required, the section is not entitled to vote at the International Council."

EXPLANATORY NOTE (for both 4.04 and 4.05)

1. Most organizations work with a yearly budget. This allows for more accuracy in forecasting income and expenditures and a more focused monitoring of the variances. The funding of the two-yearly operational plans can be addressed by providing a higher level income and expenditure budget for the following year. That high level budget can be updated for more detail and accuracy when budgeting for the next year. It allows a longer term vision on the evolution of the international budget and also allows the IEC the necessary information to endorse the two-yearly operational plans of the IS.
2. The practice of submitting a financial envelope for approval at the ICM has proven to be very ineffective and of little practical use. With yearly budgets it makes no sense any more to have two-yearly financial envelopes set. Most organizations delegate the decision making with regards to the budget to their board. The IEC approves the operational plans and should have full responsibility for the allocation of the resources to these plans.
3. In order to accommodate sections and structures and to be more in line with the calendar of AI entities (closing, audit etc.) the IEC is proposing to move the deadline for submission of the Standard Financial Reports (SFRs) and audited accounts from 31 March to 30 June of each year. As there is now more time between the year-end and the deadline there is no need for a 3 month leniency towards the deadline. In ICM years a 3 month leniency would make it impossible to determine the voting rights in time for the meeting.
4. Decision 53 of the 1995 ICM on capital expenditures states that capital investment should never exceed the depreciation figure for the previous period. The provision is highly impractical and impossible to implement: it artificially prevents international investments or forces them to be funded from expensive sources.
5. It is normal practice for a board to agree on the budget of the organization and to endorse the capital expenditure budget for the same financial year at the same time. It allows for consistency and for effective governance.



6. A capital expenditure policy is necessary to allow the SG to manage the day-to-day operations in a flexible way, to ensure observance of sound capital expenditure practices, to make sure such decisions are based on sound analysis, to be clear on the respective mandates of the IEC and the SG and to provide transparency to external parties. The ICM should be informed about the policy and future amendments to this policy to have the comfort that the policy is in line with good practice and with the specific nature of AI.
7. Article 6.4 of the ICM Standing Orders is being deleted because exactly the same requirement is imposed by AI Statute Article 17.



4.06 IEC RESOLUTION: IEC COMPENSATION

The International Council

DECIDES that

1. All existing provisions and systems for IEC compensation are void.
2. All IEC members are entitled to the following three levels of compensation for the duration of their IEC membership:

Level 1: *Reimbursement of direct expenses* directly linked to documentable travel and other expenses associated with the performance of duties related to IEC membership.

Level 2: *Reimbursement of indirect expenses and non-monetary support* to supplement the Level 1 reimbursement, being as generous as possible without remunerating IEC members. For expenses the rule shall be that the expense policy which applies to the most senior executive of the IS shall apply for IEC members. For the non-monetary support the intent is to minimize the friction associated with IEC membership without deviating from the principle that IEC members are unpaid.

Level 3: *Compensation for demonstrable income loss as a result of IEC work*, to be capped at a reasonable level which is reported to the Movement and which is set from time to time by a subcommittee of the IEC whose members do not stand to benefit from such decisions.

3. Before every IEC election, the International Nominations Committee (INC) will inform all candidates about the IEC compensation system and ask all candidates if they wish to apply for Level 3 compensation. Those candidates who choose to apply for Level 3 compensation will then introduce their application to the IEC Remuneration Committee¹. Once an agreement has been reached, the INC will be informed about the fact there has been an agreement but not about the details or the level of compensation. The fact that there has been an agreement with the candidate will also be shared with the ICM delegates before the election.
4. IEC members elected at the 2011 ICM and before have the right to choose to be compensated either based on the principles and rules in place before the 2011 ICM or based on the decision as endorsed by the 2011 ICM.
5. The IEC Remuneration Committee (IRC) will present a yearly report giving details of all IEC compensation to the IEC Finance & Audit Committee (FAC)². The Level 3 compensation amounts paid will also be published in the statutory accounts of AI Ltd.

¹ This committee will be created within the IEC. Its members (maximum 2) will be IEC members whose compensation does not exceed Level 2.

² The directly elected members of the Finance and Audit Committee (FAC) have the right to report to the ICM about IEC compensation, making the necessary provisions to protect the privacy of IEC members.



6. Exceptional cases, not provided for in this decision, will be decided by the IEC Remuneration Committee (IRC). The IRC will include detailed information about such cases in its yearly report to the FAC¹.
7. Equivalent procedures will apply for co-opted IEC members.

EXPLANATORY NOTE

IEC members are volunteers who spend a considerable amount of time exercising their function as board members, as governors of Amnesty International globally² including (for the elected IEC members), as directors of AI Ltd. In view of this, some forms of compensation are justifiable and necessary. The proposal is intended to benefit AI by ensuring that good candidates for the IEC are not deterred by the cost of being an IEC member. It also aims to achieve the highest possible level of diversity, making sure that everyone can afford to be part of the IEC. It is intended to benefit IEC members by providing fair compensation to them for a broad range of expenses and - to some extent - for loss of income, thus avoiding undue net costs linked to their IEC membership.

The present provisions (which are equivalent to Level 1 plus some ad hoc arrangements) are either unclear or not fulfilling the goals that a compensation system should achieve with regards to transparency, performance, fairness and diversity. The present arrangements for demonstrable loss of income, put in place after the 1993 ICM, are sufficiently complex and at such a high threshold that no IEC member has used them for at least the last 10 years.

In this resolution, **Level 1** compensation covers items such as train and flight tickets, hotel accommodation, and meals.

Level 2 compensation additionally covers reasonable and efficient travel arrangements, allowing for enough comfort to take into account the workload of the IEC and the combination of IEC work with regular professional activities. It also covers enhanced support arrangements such as a personal secretariat (shared with other IEC members), availability of relevant tools to assist with AI work, personal translation services and reimbursements for child care and related expenses to allow parents with (young) children to serve on the IEC.

Level 3 compensation would only apply to *demonstrable* loss of income, directly linked to time spent on IEC work. Provisions will be such that the compensation will be capped at a reasonable level instead of aiming to achieve full compensation for everyone, especially IEC members with above average professional incomes.

¹ The directly elected members of the FAC have the right to directly inform the ICM about such cases, making the necessary provisions to protect the privacy of IEC members.

² In 2010 the 9 elected IEC members spent a total of 365 days away from home for IEC work, in a range going from 30 days to 51 days. Many IEC members typically spend more than an hour day (equivalent to one working day per week) on IEC work when at home.



4.07 AI FRANCE RESOLUTION: TRANSPARENCY ON COMPENSATION

PrepCom has edited the resolution to standardize the format of the operational clauses, the terminology, and explanatory note.

The International Council

REQUESTS that the IEC reports annually on the following information:

- The total of the five highest salaries paid to members of the IS;
- The ratio between the highest and lowest salaries;
- The total of the five highest fees paid to consultants;
- The total allowances paid to IEC members and the conditions on which they are paid;
- The nature and amount of expenses reimbursed to IEC members and, if appropriate, the sum of other forms of compensation.

EXPLANATORY NOTE

Amnesty International demands transparency and accountability from governments, intergovernmental organizations and companies. In order to ensure its credibility and therefore its effectiveness when it makes such demands to others, it should itself set an example.

Among the criticisms addressed to NGOs is the level of pay to employees and consultants and the remuneration and/or allowances paid to elected leaders. Donors, members, media and public opinion are particularly sensitive about the absence of information and, more especially, the payment of amounts judged to be too high.

Although NGO leaders, whether salaried or volunteers, require solid experience and many skills to fulfil their role, it is widely acknowledged that:

Salaries paid to employees and consultants are on a different scale to those paid to company executives. Elected leaders work in a voluntary capacity, except for in circumstances in which organizations deem it to be in their interest to pay them.

In France, the Charter Committee (Comité de la Charte) created in 1989, by organizations that included Amnesty International France, defines ethical and management rules and supervises their implementation by organizations that rely on public generosity, in recognition of that generosity.

This resolution draws on article I.1.5 of the texts agreed by the Charter Committee and that Amnesty International France is bound to respect. We have noted that the publication of this information has had a positive response and that it allows us to explain the section's practices on this issue. We think that the publication of this information could also contribute to the transparency and good management of the Movement and we ask that this information should henceforth be published by the International Secretariat and the International Executive Committee.

