



IEC KEY MESSAGES TO THE 2011 CHAIRS FORUM MEETING

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AMNESTY INTERNATIONAL MEMBERS ONLY

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To: All sections and structures
From: International Executive Committee (IEC)
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SUMMARY

In this document the IEC outlines the development and progress of *One Amnesty* and the IEC's key messages to, and expected outcomes from, the Chairs Forum Meeting (CFM) 2011

DISTRIBUTION

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

RECOMMENDED ACTIONS

Please ensure this document is brought to the attention of the Chair and Director of your section or structure

INTRODUCTION

This is the annual update from the International Executive Committee (IEC) to the Chairs Forum Meeting (CFM). We are summarizing the substantial progress made towards *One Amnesty* since we last met, highlighting some of the challenges that lie ahead of us, and outlining the path from the CFM to the International Council Meeting (ICM). Our main message is very simple – a lot has been achieved since the 2009 ICM, but a lot more needs to be done to maximize AI's impact.

As usual, we are writing this paper several weeks before the CFM so that you all have time to share and discuss it with board colleagues. Because a lot of key processes are in development, we will provide further factual updates in person at the CFM itself, but we hope that this document, together with the ICM resolutions package, will help you to prepare effectively for debate and discussion on the main topics on our collective agenda. And once again, we encourage you to share your thoughts on secchair and on the Chairs Interactive Forum (CiF) in advance of the meeting.

THE DEVELOPMENT OF *ONE AMNESTY*

The IEC is pleased to report that there has been a lot of progress in the development of *One Amnesty* since the June 2010 CFM. The main developments over the last nine months include:

- **The arrival of the new Secretary General, Salil Shetty.** Salil started as AI's Secretary General (SG) on 1st July 2010, and many of you will remember that he spoke at the 2010 CFM just a few days before this official start. The IEC asked him to concentrate on three main priorities:
 - i) Strengthening International Secretariat (IS) operations,
 - ii) Developing AI's growth strategy, and
 - iii) Developing a global management team.

Since starting, he has indeed focused on these areas, while at the same time achieving a high international media profile, and carrying out a "mini world tour" to four continents, during which he met many Chairs and Directors. As we describe below, he has already taken major steps on growth, connecting up the IS and section operations, overhauling many aspects of IS operations, and reviewing AI's distribution mechanisms.

- **The Growth Strategy.** The IEC approved a new *Growth Strategy 2011-15: Growing AI for impact* at its December meeting.¹ The strategy aims to grow AI to five million members by 2015, with more than a quarter of these members coming from the global South.

¹ See AI Growth Strategy (2011-15): Growing AI for impact (ORG 30/001/2011). There is also an Executive Summary (ORG 30/002/2011) and a Questions and Answers document (ORG 30/003/2011).



Its five goals include diverse approaches for the BRICS countries (Brazil, India, Russia, China, and South Africa); for sections and structures in the South that are strategically placed to grow further; for regional and international initiatives in other parts of the South, particularly in Africa; for key sections in the North to expand significantly (raising both their income and their memberships); and to further develop other strong sections. Identifying opportunities for impact and local relevance will be crucial to this strategy, and AI will need to reach out to many partners, rights-holders and social groups in many new ways.

Already this *Growth Strategy* is linked to two big new initiatives. Firstly, the IEC has approved plans to establish big **AI presences in Brazil and India** starting with national offices, media and fundraising activities, and building on these to create activism, membership and, ultimately, vibrant autonomous sections. Secondly, the IEC is working closely with **five key northern sections** (France, Germany, Italy, Japan and the USA) to provide assistance in developing their own national growth plans. We aim to have signed memoranda of understanding with all five sections in the next few months.

- **IS operations and global management.** In the last nine months, there have been substantial changes to strengthen the operations of the IS, especially in the areas of finance, information technology, corporate legal and human resources. At the IEC's request, the SG has also started a major consultation on "*Moving Closer to the Ground.*" Ultimately, this is likely to lead to many more AI staff being located outside London, so that much research, campaigning and media work will be carried out closer to the places where we want it to have an impact. This shift will be linked to building up AI 'hubs' in key cities around the world, which can service AI entities and the wider human rights communities in their world regions. Our plans for offices in Brazil and India fit in with the BRICS strategy and with this model.

At the time of writing, the SG is finalizing his plans for the Global Management Team. This permanent arrangement will link national Directors and the Senior Leadership team at the IS in a collective team that will have joint oversight of key projects. It will help to break down the silos between the IS and national staff and activists, and it will help us to really deploy our resources in the most efficient and effective ways.

In December – following the approval of the *Growth Strategy* and as part of the overall *One Financial Amnesty* process – the IEC directed the SG to develop a new system for distributing AI's funds. This will replace the International Mobilization Trust and the Fundraising Investment Fund as well as the other systems we now have in place. We will update you on this re-design process at the CFM and we will make sure that all stakeholders can contribute to the process.

Many of you will also know that the Amnesty International Language Resource Centre (AILRC) started operations at the beginning of 2011, led by its new Director Begonia Águeda. The creation of the AILRC will lead to important improvements in the language support we offer to many AI entities.

- **Building a global governance community.** The IEC is continuing to strengthen its relations with section and structure leaders. We have recently issued a new DVD you can use at board and other meetings to outline our thinking on *One Amnesty*;² we are planning to visit about two dozen AGMs in the next few months; we are experimenting with Skype calls to several section board meetings; we are seeking to appoint international representatives to some section and structure boards;³ and we are continuing to work closely with a few Chairs whose boards are facing exceptional governance challenges. We are also regularly inviting four chairs to attend each quarterly IEC meeting so that in a two-year cycle about half of all Chairs will have the chance to interact with the IEC at one of our meetings. We hope that all of these steps will strengthen the opportunities for board members to represent the international movement to their national members, as well as vice versa.
- **One Financial Amnesty.** At the 2009 ICM we agreed to allocate a bigger share of AI's resources to supporting growth and increasing AI's impact in the global South. Since then, the IEC has led and supervised several related processes to create the *One Financial Amnesty* we need to deliver on these commitments. Financial systems have been strengthened; new guidelines, policies and systems are being implemented to enable AI to track its income and expenditure across the whole movement; proposals for a new assessment system, based on very detailed modeling, are almost ready; and the IEC have asked the SG to review all of AI's diverse distribution systems. Together, these changes will enable AI to make a much bigger impact for human rights.
- **Strengthening AI's democracy.** At last year's CFM we agreed terms of reference for an Interim International Nominations Committee (iINC) and for an international membership election system. Both of these are now fully operational. The iINC held its first meeting in November and is now working on identifying strong candidates within AI who could stand for election to the IEC, and on finding strong candidates from outside AI who could be co-opted to the IEC. The website for the election of international membership representatives has gone live and we are working with the ICM Preparatory Committee to make sure that these new representatives are well-prepared for their role and participation at the ICM.

We are also ensuring that the plans for new AI presences in Brazil and India include programmes for building the appropriate governance capacity in each country so that the AI entities can become self-governing in due course.

² For details of how to download this DVD see email sent to secchair on 11 February 2011, '*IEC and SG Video 2011*'

³ See: (ORG 41/002/2011) '*International Representative on section/ structure Boards: Terms of Reference*'

- **Implementing the youth strategy.** A new International Youth Advice and Action Body (IYAAB) was established in September 2010, and a new International Youth Strategy was agreed in December 2010.⁴ The IYAAB will focus on both advice and implementation of the new strategy.
- **Developing proposals for the ICM.** Most of you will have seen the ICM resolutions that the IEC has prepared on governance, *One Financial Amnesty*, diversity and gender mainstreaming, and related topics. Our taskforces in all these areas have worked hard to produce proposals that make sense independently and collectively. The IEC believes that we now have a clear package of proposals for the ICM that will enable AI to become a well-integrated movement with the right governance and management arrangements to grow for impact and to deliver for impact.

OUTCOMES FROM THE CFM

We look forward to meeting section and structure chairs at the CFM near London's Heathrow Airport. We hope that, by the end of the meeting, we will have used our time together for both formal and informal exchanges of views and ideas and that:

- You will feel well-informed about the many developments that have taken place in the last nine months, understanding both their impact and their rationale;
- You will feel confident that you have been able to engage with the *One Amnesty* strategic agenda, highlighting both points of agreement and areas of concern;
- Those of you submitting your own ICM resolutions will feel confident that you have had some time to explain them to AI's global leaders;
- You will understand the IEC's thinking on how to link AI's overall strategies to its operational priorities, achieving the right balance between the roles of governance and management;
- We will all be clear about the work we need to do in preparing for a successful ICM in August, and we will all be committed to making it a special event that truly reinforces AI's role as a movement of people committed to maximizing our collective impact for human rights.

Last year, we invited you to consider the question: "What is my role as a joint leader of the global AI movement?" as you prepared for the CFM. This year, we suggest you also consider the question "What can my section/ structure contribute the most to the whole AI movement?"

The International Executive Committee
February 2011

⁴ See: (ACT 76/001/2011) 'AI International Youth Strategy 2010-2016'

