



# IEC KEY MESSAGES TO THE 2010 CHAIRS FORUM MEETING

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AMNESTY INTERNATIONAL MEMBERS ONLY

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To: Section and structure Chairs  
From: International Executive Committee  
Date: April 2010

## **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 2010.

## **DISTRIBUTION**

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

## **RECOMMENDED ACTIONS**

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

## IEC KEY MESSAGES TO THE 2010 CHAIRS FORUM MEETING

### 1. Introduction

The International Executive Committee (IEC) is taking the opportunity to outline its thinking on the development of the *One Amnesty* agenda since the 2009 Chairs Forum Meeting (CFM) and International Council Meeting (ICM). We are also identifying some key messages we will be bringing to the Chairs Forum Meeting 2010, and some of the key outcomes we are hoping the meeting will produce.

We are writing this several weeks before the CFM. Because a lot of key processes are in development, with important meetings scheduled in the next two months, we are only setting out our initial thinking at this stage; we will provide a series of factual updates in person at the CFM itself. We hope this short report will, however, stimulate readers to engage in dialogue through the Chairs Interactive Forum and the secchair mailing list in advance of the CFM.

### 2. The development of *One Amnesty*

The IEC considers one of its primary tasks is the advancement of the *One Amnesty* agenda. As many of you know, this was first presented at the 2007 ICM, building on the *Globalizing Amnesty* theme of 2005. As we reported from our February 2010 meeting<sup>1</sup>, we see this as a process for making AI more effective through stronger collaboration and coordination. Ultimately, we need all AI entities to work together more closely as one movement. This means sharing resources, agreeing priorities and working through democratic systems and governance models building on shared values and principles. It also means building a strong international governance and leadership that can rise to the challenge of giving a strong lead on distributing resources and power in the movement, generating growth, strengthening democracy and increasing diversity – all with the main goal of increasing our human rights impact.

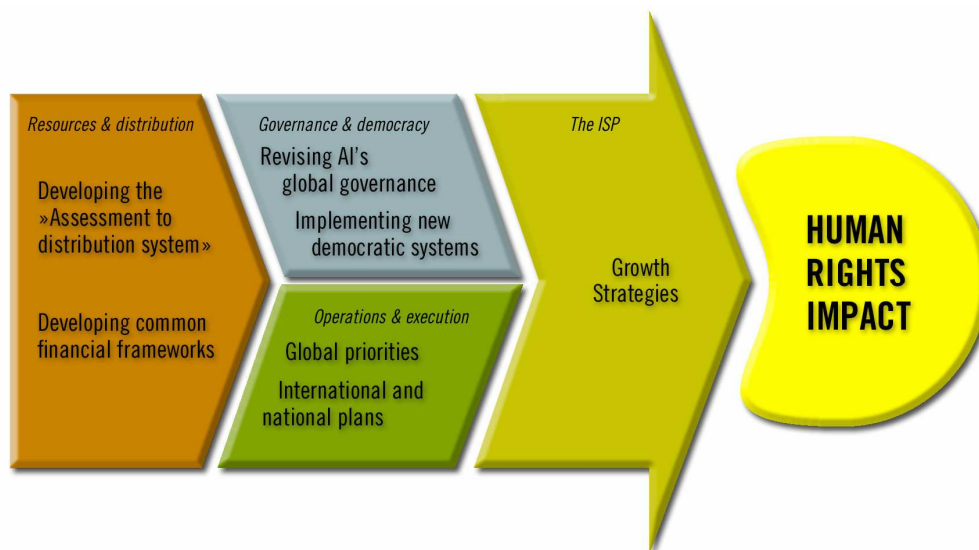
The updated diagram below shows how the IEC will contribute to this work between now and August 2011. There is, of course, a strong theme of continuity in this IEC strategic agenda: the agreements made at the last three ICMs all require a long-term commitment to organizational change, and we firmly believe that this will only be successful if we continue to work on the *One Amnesty* agenda through projects that are distinct but inter-dependent.

Furthermore, the IEC is well aware that the development of the *resources and distribution* and *operations and execution* activities depends on AI creating suitable personnel management, information technology, and financial management systems, as well as improving our business processes. Monitoring the development of such “enablers” – which are not shown explicitly in the diagram – is an important responsibility of the IEC because unless AI puts them in place our strategies will not become reality.

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<sup>1</sup> See *IEC Information Bulletin 73* (ORG 72/001/2010)





Our Global Governance, Assessment to Distribution (A2D), and Diversity & Gender Mainstreaming Taskforces and our Strategy Committee will all be producing proposals later this year that will push the *One Amnesty* agenda forwards<sup>2</sup>. In addition, the IEC is developing stronger links with the interim Global Management Team (iGMT), building on its oversight of the *Global Priorities Statement* (GPS) of last year.

### 3. Where are we now?

The approval of the Integrated Strategic Plan (ISP) for 2010-2016 provides a strong basis for our work as governors and leaders of the AI movement. We have a clear set of obligations and opportunities to strengthen the impact of AI, and the last eight months have seen important progress in beginning the implementation of the ISP and its associated priorities.

- In March the IEC approved the *International Secretariat Operational Plan 1* (ISOP1) for the two years from 1 April 2010 to 31 March 2012<sup>3</sup>. This plan fits closely with the GPS of November 2009 which was jointly agreed by the Directors of all national sections and structures and the IS.
- Though we are still digesting the financial information from the Standard Financial Reports (SFR) and from the Global Income Monitoring (GIM), we have indications that AI appears to be coping with the economic and financial storm somewhat better than we expected a year ago. Some sections and structures are still struggling with disappointing fundraising activities but others like AI USA show clear signs of a recovery. We will present the results of the GIM at the CFM.
- Salil Shetty will be starting as AI Secretary General on 1 July. The IEC looks forward to the considerable skills and experience that he will bring to the role. After initial discussions we expect

<sup>2</sup> Please see Appendix 1 of *IEC Information Bulletin 73* (ORG 72/001/2010) for a timeline showing the main consultation periods and deadlines.

<sup>3</sup> *ISOP1 - 1 April 2010 to 31 March 2012* (POL 50/003/2010)

that three of his initial main priorities will be strengthening IS operations, developing AI's growth strategy, and developing a global management team. Section and structure Chairs will have the opportunity to meet and speak with him at the CFM.

- All of the IEC's taskforces and committees are now functioning fully, and we have taken important steps to strengthen the formal role of the IEC by appointing the elected IEC members as the Directors of AI Ltd, and in working with the Directors of AI Charity Ltd to clarify and strengthen their role. The IEC's new Finance & Audit Committee is working closely with the IS to improve financial reporting to the IEC.

#### 4. Key messages.

- Most importantly, *One Amnesty* is becoming a reality, and the CFM offers opportunities to explore and deepen the role of Chairs as global leaders of AI and as leaders of the *One Amnesty* process.
- Although we have made some progress in identifying *priorities* for the movement, and for truly focusing our resources to achieve impact, much more needs to be done to make AI really effective.
- Moving from international to global *governance* will be a challenge. We need all of AI's leaders to contribute to this discussion, and we need a permanent effort to build capacity amongst AI's governors.
- The *ISP* poses some big challenges for AI, especially on growth, partnerships, and conflict resolution within the movement. Only when we can work truly effectively with each other, we will be able to work effectively with other partners.

#### 5. Where are we going next?

The CFM is one of several key opportunities for discussion and debate on One Amnesty

in 2010. The next few months will see an intensive range of governance-led activities and meetings taking place, including a major meeting of the IEC's Strategy Committee to discuss the outcomes of the growth evaluation in June; the appointment of consultants to review the Chairs Forum and to assist in developing options for AI's future governance; the International Finance Meeting in September, at which the next steps on A2D will be presented.

The IEC also plans to continue to develop its communications with the movement, and we will appreciate feedback from Chairs as we introduce and experiment with new techniques, such as inviting section and structure Chairs to our meetings and providing the powerpoint presentation that summarizes this paper and all other presentations supporting the sessions at the CFM.

#### 6. Outcomes from the Chairs Forum Meeting.

The IEC is looking for several outcomes from the CFM, ranging from the general to the specific.

- There will be a shared understanding of our roles in the *One Amnesty* process
- Chairs and the IEC will be working together to provide high-quality input to the key processes implementing the 2009 ICM decisions.



- Chairs will support the IEC proposals on the International Nominations Committee and on the election system for international members<sup>4</sup>. (The IEC will present modified proposals on the scope of the electorate for e-members at the CFM itself.)
- Chairs will provide feedback to the IEC on the foundations of the governance review, and on the seven principles of good governance.
- There will be a clearer understanding of how all AI entities develop their plans and priorities within the framework of the ISP and the GPS.

We look forward to meeting section and structure Chairs in Bad Nauheim, near Frankfurt, Germany, and to taking forward the development of the *One Amnesty* agenda as a joint, international responsibility. Please remember that Chairs have the opportunity to hold the IEC accountable at this meeting – we encourage you to use this opportunity. As Chairs prepare for the CFM, we also invite you to ponder the question "What is my role as a joint leader of the global AI movement?"

The International Executive Committee  
April 2010

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<sup>4</sup> *Proposals: system for electing international members to attend the ICM & CF; Terms of reference for the INC (ORG 50/001/2010)*

