

**AMNESTY
INTERNATIONAL**



29th INTERNATIONAL COUNCIL MEETING

CIRCULAR 46

ICM DECISIONS 2009

Amnesty International members only

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To: Sections & structures

Date: 16 August 2009

SUMMARY

This document sets out the decisions of the 2009 International Council Meeting held August 9-14.

DISTRIBUTION

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

RECOMMENDED ACTIONS

Please circulate this document in your section/structure.

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1 THE INTEGRATED STRATEGIC PLAN

The International Council

ADOPTS the Integrated Strategic Plan (ISP) for 2010–2016 as the totality of AI’s work, recognizing that the focus areas provide the frameworks for all AI entities’ operational plans.

AFFIRMS that the ISP will enable AI to:

- Uphold its core values
- Empower rights holders whose rights are challenged and strengthen the human rights movement to maximize AI's positive impact on human rights.
- Build on these key directions:
 - Working with rights holders
 - Developing active participation
 - Strengthening partnerships
 - Responding to emerging powers and forces
 - Improving governance
 - Using technology and communications effectively
 - Achieving growth.
- Base its human rights strategy on:
 - C1 – Empowering people living in poverty
 - C2 – Defending unprotected people on the move
 - C3 – Defending people from violence committed by state and non state actors
 - C4 – Protecting people's freedom of expression and freedom from discrimination
- Develop partnerships to strengthen our human rights work based on:
 - P1 – Growing and developing the global human rights movement
 - P2 – Building effective partnerships
 - P3 – Promoting human rights to create solutions
- Build excellence based on:
 - E1 – Promoting active participation by members and supporters
 - E2 – Linking the local and global
 - E3 – Responding effectively to emerging challenges and opportunities
 - E4 – Communicating effectively
- Invest to learn and grow by:
 - L1 – Investing in volunteers, staff, leadership and systems
 - L2 – Governing effectively
 - L3 – Making diversity and gender-mainstreaming a reality
 - L4 – Leveraging technology to enable change
- Grow resources by:
 - R1 – Building new constituencies and renewing membership
 - R2 – Increasing our donors and growing our resources
 - R3 – Distributing our resources strategically

ARISING FROM RESOLUTION P2

2 IMPLEMENTING “ONE AMNESTY” OVERVIEW

The International Council

ADOPTS the following measures to enhance prioritization across the AI movement:

AI's core work within the ISP

1. The core work within the ISP that all AI entities shall undertake will be:
 - The Demand Dignity campaign,
 - Growth

- Active participation
- Investment in leadership
- Gender mainstreaming

All AI entities share responsibility for implementing the ISP

2. The IEC shall ensure that global priorities are set for each ISP operational planning period.
3. All AI's entities shall comply with these global priorities and shall develop, implement, monitor and report on operational plans for each of these planning periods

In particular,

- (i) The IEC shall ensure that the Secretary General implements international priorities that are consistent with these global priorities
- (ii) AI sections and structures shall develop national priorities that are consistent with these global priorities.
- (iii) AI groups, networks, activist structures, and other entities shall comply with these global priorities and with those international and national priorities that address their areas of responsibility.
- (iv) Wherever possible, activities will be co-ordinated across entities to increase human rights impact.

All AI entities will report on their implementation of the ISP

4. The IEC shall ensure that movement-wide systems for monitoring and reporting on compliance with the ISP are well established and appropriately resourced, building on the work undertaken to develop the standard reports introduced by 2007 ICM Decision 22.

These systems should consolidate a movement-wide coordinated and standardized approach to operational prioritization, planning, monitoring and reporting to the extent that standardization is necessary to enable aggregation, analysis, and reporting of progress as one movement.

5. All AI's entities shall comply with their duties to report on their implementation of the ISP, including global priorities. Each AI entity shall establish and adequately resource systems for operational prioritization and planning, and shall ensure their compliance with the relevant movement-wide systems.

All AI entities will work to integrate finances and activity

6. The IEC, with the cooperation of all AI entities, shall ensure that financial management and reporting systems at national and international levels are standardized to the extent necessary to enable movement-wide aggregation and analysis of expenditure and costs and their public reporting as one movement to show the effectiveness of human rights impact.
7. All AI entities shall comply with such standardization of financial matters, ensuring that their systems enable the AI movement to monitor, report and analyze its allocations, expenditure and cost trends in relation to its human rights and organizational outcomes and impacts.

AI entities shall develop and implement planning systems that integrate budgets with planned activity and monitoring and reporting systems that demonstrate how AI's expenditure is aligned with its priorities.

8. The IEC shall develop and implement a methodology for auditing a sample of AI entities to establish the extent to which they are in compliance with the ICM's requirements concerning systems for budgeting and alignment of expenditure behind priorities.

All AI entities will cooperate fully with this task; the IEC shall provide a report of its findings to the 2011 ICM.

All AI entities will cooperate with work to assess AI's impact and to enable AI's public accountability.

9. All AI entities shall work to enhance AI's public accountability, including the transparency and accuracy of its public reporting as one movement on its expenditure, environmental impact, care for people, and overall adherence to human rights principles. AI's reporting shall comply with the law and with frameworks such as those provided by the INGO Accountability Charter.

All AI entities shall contribute to whole-of-movement approaches to assessment of AI's human rights impact, listening to the voices of rights-holders at risk and on reporting publicly any associated findings.

Reporting on the implementation of this decision

10. The IEC shall ensure that a report is made to the 2011 ICM on the implementation of this decision. This shall include a report from the Secretary General on the movement's operational implementation of the ISP.

All AI entities shall provide the information required to ensure that this report is accurate and comprehensive.

ARISING FROM RESOLUTION P1

3 OPPOSITION TO HUMAN RIGHTS ABUSES COMMITTED BY ORGANIZED CRIME AND RECOGNITION OF PEOPLE WHO OPPOSE ORGANIZED CRIME AS HUMAN RIGHTS DEFENDERS

The International Council

DECIDES

- that, in the framework of its current policy on non-state actors, AI can oppose human rights abuses perpetrated by organized crime;
- upon evaluation to be based on specific cases, AI may recognize people opposing human rights abuses perpetrated by organized crime as human rights defenders so long as their opposition is within a human rights framework

ARISING FROM RESOLUTION OPOW A

4 COMMITMENT TO LONG-TERM WORK ON BEHALF OF INDIVIDUALS AT RISK, INCLUDING PRISONERS OF CONSCIENCE

The International Council

COMMITTS to long-term individual casework by:

- increasing the number of cases available for membership action via the individuals portfolio;
- continuing to strengthen the consultation process on decisions concerning individual long term casework;
- working towards gender balance in the individuals database.

DIRECTS the IEC to report on the implementation of this decision to the 2010 Chairs Forum, the 2011 ICM, and at regular intervals thereafter.

ARISING FROM RESOLUTION OPOW D

5 YOUTH STRATEGY

The International Council

DECIDES that the IEC shall update the International Youth Strategy (IYS) (ACT76/009/2005) for the next ISP period 2010–2016, in light of:

- the Strategic Directions set out in the State of the Youth report (ORG 50/009/2009), and
- the movement's ongoing commitment to youth activism, participation and engagement; and
- the commitment to working in partnership with rights holders as expressed throughout the Integrated Strategic Plan (ISP) 2010–2016.

INSTRUCTS the IEC to:

Ensure that cooperative and coordinated youth work be built through the life of the next ISP by:

1. launching a global approach to implementation developed through a joint operational planning process involving sections/structures, and the International Secretariat, which adopts key indicators;
2. ensuring that youth expertise that already exists across the movement is fully recognized and developed, shared among all AI entities, integrated into broader work of the movement, and that systems and support are created for a global youth coordination function; and
3. establishing clear lines of accountability for sections/structures and the International Secretariat (IS) in the delivery of youth work, and providing prominent attention to youth work in reporting by sections/structures and the IS.

DECIDES: that the IEC shall ensure the continued existence of a diverse and inclusive youth advisory function at the global level, with the terms of reference, accountability and membership to be developed with advice from the IYAB before April 2010.

ARISING FROM RESOLUTION OT A

6 PROTECTION OF THE HUMAN RIGHTS OF PEOPLE LIVING WITH DISABILITIES

The International Council

REQUESTS that the IEC, as part of its ongoing work, especially in the context of the Dignity Campaign and its broader work on discrimination, develop a policy for AI's work on the rights of people living with disabilities.

ARISING FROM RESOLUTION OT B

7 INTERNATIONAL NOMINATIONS COMMITTEE

The International Council

ESTABLISHES an International Nominations Committee (INC) for the purposes of assisting Amnesty International in the identification of people for election and appointment to various positions.

DECIDES that the INC will function in accordance with terms of reference to be drafted by the International Executive Committee (the IEC), circulated to the movement and prepared for approval by the 2010 Chairs Forum meeting. Such terms of reference shall include the following:

- a) the INC shall have 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 Statute governing IEC elections. Quorum for the INC will be three members;
- b) the INC shall choose a Chair from amongst its members;
- c) the INC will encourage a wide range of nominations for the IEC and other international elected positions, ensuring that all concerned are aware of the skills and competences required, and that the field of nominees is diverse and gender-balanced;
- d) during their membership of the INC and for one year after, members of the INC cannot be elected, appointed or co-opted to any leadership position within any body established by the Statute or by the Standing Orders of the International Council, or in relation to which the INC has any role or responsibility.

DECIDES that the IEC shall appoint an interim INC following the 2010 Chairs Forum meeting to carry out the terms of reference for the 2011 ICM. The initial work of the interim INC shall include drawing up recommendations to be adopted by the 2011 Chairs Forum on:

- i) whether the eight regular places on the IEC should be divided into quotas for IEC members with particular competences, experiences, or backgrounds;
- ii) whether the INC itself should have the right to nominate candidates for internationally elected posts to supplement the nominations of sections and structures, and
- iii) any other matters that the INC deems appropriate.

DECIDES that the first election of the INC shall occur at the 2011 ICM.

DECIDES that the INC will be provided with the resources it requires to comply with its terms of reference.

AMENDS the Statute of Amnesty International as follows:

After Article 42 insert the following clauses and renumber all Articles in sequence:

“INTERNATIONAL NOMINATIONS COMMITTEE

43. There is an International Nominations Committee responsible to the International Council.
44. The International Nominations Committee will function in accordance with its terms of reference and the functions and responsibilities given to it by the Statute, the Standing Orders of the International Council and decisions of the International Council.

AMENDS the Standing Orders for the International Council as follows:

1. In Standing Order 10.2, after the expression “Accountability & Control Committee” insert “and the International Nominations Committee”.
2. In Standing Order 10.10, after the expression “members of the International Executive Committee” insert “members of the International Nominations Committee”.
3. In Standing Order 11.1, after “the Membership Appeals Committee,” insert “and the International Nominations Committee,”

ARISING FROM RESOLUTION OP A

8 STRENGTHENING AMNESTY INTERNATIONAL'S DEMOCRACY BY EXPANDING THE ROLE OF THE CHAIR'S FORUM

The International Council

REQUESTS the IEC to ensure that an independent review (as foreseen by the 2005 ICM) of the Chairs Forum's role is carried out in order to assess the contribution made by the Chairs Forum to the movement, and to present the findings to the 2011 ICM.

ARISING FROM RESOLUTION OP F

9 IMPACT ASSESSMENT ACTIVISM

The International Council

CONSIDERING that the different types of activism AI promotes and supports need to be measurably effective and efficient in realizing our human rights goals.

INSTRUCTS the IEC to assess the impact of our (different forms of) activism as a strategic tool in achieving our human rights objectives. This impact assessment should pay particular attention to finding best practices in the way we can effectively employ our activism to achieve our human rights objectives.

INSTRUCTS the IEC to submit a report on this assessment to the 2011 ICM and to submit a progress report concerning the assessment of the impact of our activism to the 2010 Chairs Forum.

ARISING FROM RESOLUTION OP G

10 IMPLEMENTING "ONE AMNESTY" - GOVERNANCE AND DEMOCRACY

The International Council

Part A - Principles

DECIDES to adopt the following principles for the movement's democratic governance at all levels:

- 1. Impact Focus:** The final and main objective of AI's governance is ensuring maximum human rights impact.
- 2. Inclusiveness:** Internal and external stakeholders must be meaningfully involved in AI's governance.
- 3. Diversity and Gender:** AI's governance bodies must be diverse and gender-sensitive.
- 4. Quality Participation:** AI's discussion and decision-making culture must be based on mutual trust, competency, transparency, evidence-based information, open minds, a collaborative and constructive approach, and mutual respect.
- 5. Transparency:** As a rule, all governance related information must be freely accessible to AI

members. Confidentiality is the exception.

6. **Accountability:** All of AI's governance structures must be part of an internationally integrated accountability system.
7. **Effectiveness and Efficiency:** AI's governance structures, systems and processes must be as simple, clear and effective as possible in order to make best use of the movement's limited governance resources.

Part B - Mechanisms

In order to improve the movement's compliance with the above principles **DECIDES:**

Inclusiveness

- **Consultation:** Consulting relevant external stakeholders before making decisions will be standard AI procedure, both at the national and international level. In each consultation, all AI entities participating will disclose which internal and external stakeholders were consulted and their feedback.
- **Advice:** Advisory committees and working groups at all levels, national boards, national AGMs, the IEC and the ICM will involve external stakeholders in order to make best use of their know-how, expertise and skills and in order to ensure that their perspectives and voices are heard when decisions are made.

Diversity and gender and quality participation

- All AI entities will have mechanisms in place to ensure that decision-making bodies have the right mix of knowledge, skills and experience, are diverse and gender balanced (e.g. through the use of nominations committees).

Transparency

- **Communication:** Normally, information about the status of pending governance decisions (e.g. when the decision is due to be made; what information it will be based on) will be freely available to AI members.
- **Open access:** Normally, discussions of pending decisions and feedback received in formal consultation processes will be freely available to AI members. In exceptional cases where confidentiality is of a crucial importance, the relevant governance entity can identify the consultation as confidential and restrict access accordingly.
- **Justification:** Each formal decision taken by an AI governance entity will contain the following elements: background and rationale of the decision, final text of the decision, validity and applicability of the decision explaining whom the decision is addressed to, whether the decision is a recommendation or binding, and whether the decision is for the international or the national levels or for both.

Accountability

- **Objectives:** Every strategic decision will include key performance indicators and benchmarks against which success can be measured. All Sections, Structures and the IS will agree, commit and set out in writing their contribution to the movement's strategic objectives, including benchmarks and key performance indicators.
- **Reporting:** The INGO Accountability Charter contains the minimum requirements for the accountability of all Sections, Structures and the IS. The IEC will ensure that all parts of AI report in ways that enable AI as a whole to fulfil the requirements of the Charter.
- **Non-Compliance:** AI entities which do not report as required or whose report shows that they do not fulfil their obligations towards the movement may have to face sanctions as decided upon by the IEC.

Effectiveness and efficiency.

- **Clarity of roles:** All AI entities ensure that all stakeholders participating in discussion, consultation and decision-making processes will be clear at all times about their roles. Each of these different participatory activities carries different access requirements, different rules of engagement and different responsibilities, which will always be made clear, transparent and explicit.
- **Strategy:** AI governance bodies will prioritize strategic decision-making.

Part C - Institutional changes

(i) Changes to the ICM

DECIDES to amend Article 16 of the AI Statute to read:

16. The International Council shall consist of the members of the International Executive Committee and of representatives of sections and structures, and of representatives of AI's international membership, as defined in the second paragraph of Article 15, and shall meet at intervals of not more than two years on a date fixed by the International Executive Committee. Only representatives of sections and structures and the international membership shall have the right to vote at the International Council.

DECIDES to add Article 16a to the AI Statute:

- 16a. The international membership shall have the right to appoint one representative to the International Council. In addition, they may appoint:

more than 250 international members	1 representative
more than 2,500 international members	2 representatives
more than 15,000 international members	3 representatives
more than 40,000 international members	4 representatives
more than 80,000 international members	5 representatives

The system for electing the representatives for international members shall be defined by the International Executive Committee, after consultation with the Chair's Forum.

DECIDES to amend the ICM Standing Order 10.6 to read:

In addition to the number of representatives, a section or structure may nominate non-voting participants. Sections, section branches and structures should appoint sufficient additional non-voting participants to have a minimum delegation size of four participants. The total size of any section delegation is limited to six participants. The total size of any structure delegation is limited to four participants.

(ii) Changes to the IEC

DECIDES that the IEC is AI's Global Governance Board

DECIDES to amend Article 30 of the AI Statute to include:

30. Members of the International Executive Committee, including the international treasurer, shall hold office for a period of four years and shall be eligible for re-election once. Their terms of office shall begin and end at the close of the International Council meeting.

Transition arrangements

Four regular members of the IEC shall be elected in 2011 and thereafter every four years; four regular members of the IEC shall be elected in 2013 and thereafter every four years.

As a transitional measure the four regular members of the IEC elected at the 2009 ICM with the largest numbers of votes shall serve for four years, and the other four regular members of the IEC elected at the 2009 ICM shall serve for two years. The International Treasurer elected at the 2009 ICM shall serve for two years, and shall then be eligible for one further term on the IEC (either as a regular member or as treasurer)

DECIDES to amend Article 32 of the AI Statute to read:

32. In the event of vacancies occurring on the Committee, it may co-opt further members to fill the vacancies until the next meeting of the International Council, which shall elect such members as are necessary to replace members (or their co-opted alternates) who are at the end of their terms and to fill the vacancies for the positions with two remaining years of office.

DECIDES to renumber all statute articles accordingly.

(iii) Changes to the Chairs Forum

DECIDES that the Chairs Forum is AI's Global Governance Meeting and has the main task of agreeing the contributions of all AI entities to AI's global strategic objectives and of supporting the IEC in overseeing the

performance of global management and of holding all AI entities accountable to each other as appropriate for delivery of AI's global strategies. The Global Governance meeting is also a venue for consultation and dialogue, leadership skill development, and cooperation across AI entities.

INSTRUCTS the IEC with the Chairs Forum Steering Committee, to develop methods for strengthening the Chairs Forum through (i) clearer definition of chairs' responsibilities for ensuring the delivery of strategic priorities and (ii) improving the decision-making processes and competencies of the Chairs Forum and its role in accountability.

DECIDES that the terms of reference of the Chairs Forum will be amended to replace paragraph (b) by: "The Chairs Forum shall include the chairpersons of sections and structures of Amnesty International or another Board member appointed by the sections or structures, as well as three voting representatives of AI's international membership, using an election system to be proposed by the IEC to the 2010 Chairs Forum."

INSTRUCTS the IEC to continue exploring ways of collaborating with and benefiting from the Chairs' Forum, thus making the most of the combined experience and perspectives that the Chairs' Forum represents

(iv) Creation of an AI Global Forum

DECIDES to create an AI Global Forum – an easily accessible online space for ongoing international governance related discussion and dialogue – and instructs the IEC to prepare firm proposals;

DECIDES that the operation of both the AI Global Forum and the existing AI intranet should be compatible with the seven principles in Part A above and that, in particular, all AI activists should have easy access to relevant parts of the Forum and the intranet.

Part D - Changes to AI's culture and practices at national and international level

INSTRUCTS the IEC to develop guidelines and binding minimum requirements for Sections' and Structures' national democratic governance, including the selection of ICM delegates.

DECIDES that the boards of Sections and Structures should analyze and review their own national governance systems in the light of the principles adopted by this decision and should present, when needed, consistent reform proposals at their respective AGMs.

DECIDES that the Chairs Forum will provide a space for discussion, support and evaluation of the implementation of this decision at national level.

INSTRUCTS the IEC to initiate an analysis and change process in order to identify and modify entrenched and accepted behaviours at all levels in AI which risk undermining the effectiveness of AI's governance, including, but not limited to the areas of leadership, trust, openness, conflicts and power, and to ensure that this change process is underway before the next ICM.

INSTRUCTS the IEC to develop for the 2011 ICM a clear allocation and explanation of the different governance roles and functions at the international level for the relevant AI bodies and entities, including the relationship with Section and Structures, differentiating between responsibility, accountability, consultation and information, making recommendations as to how to ensure a cohesive system.

ARISING FROM RESOLUTION OP I

11 INTERNATIONAL FINANCIAL ENVELOPE FOR THE PERIOD 1 APRIL 2010 TO 31 MARCH 2010

The International Council

INSTRUCTS the IEC to:

Construct a balanced budget for expenditure for two years within the following envelope, (as presented in the table below), providing for the implementation of first Operational Plan, (OP1), under the Integrated Strategic Plan (ISP):

Financial year	2010/2011	2011/2012	OP1 Total
	£'000	£'000	£'000
Source			
Assessment Income	47,152	46,969	94,120
International Fundraising	1,200	1,200	2,400
Other income	200	200	400
Total	48,552	48,369	96,920

12 EVALUATION OF RESEARCH

The International Council

REQUESTS the IEC to continue the strategic coverage review; that the implementation of this coverage be evaluated at the end of every operational plan and taken into account in determining the priorities of the following operational plan.

REQUESTS the IEC that guidelines be applied to the validation of external research used by AI.

ARISING FROM RESOLUTION OR A

13 COLLABORATION AND EXCHANGES AMONGST SECTIONS, STRUCTURES AND NATIONAL DEPARTMENTS

The International Council

INSTRUCTS the IEC to ensure that the international bodies supporting international mobilization carry out their work on the basis of International Council decisions made prior to 2009, especially with regard to facilitating sharing and partnerships between sections, structures and national coordinating bodies of the international movement.

INSTRUCTS the IEC and the IMT to report regularly to the movement on the status of movement partnerships for human rights impact and growth in order to improve current and future models of partnerships and sharing between sections, structures and national coordinating bodies, taking account of the views of sections, structures and national coordinating bodies.

ARISING FROM RESOLUTION OR C

14 DEVELOPMENT FOR A COMPREHENSIVE STRATEGY FOR GROWTH

The International Council

INSTRUCTS the IEC to deliver a comprehensive strategy for growth, including in key countries, with the intent to:

- ensure a substantial increase in AI and human rights activism in the Global South and East;
- ensure that the movement's resources are adequately coordinated and aligned with AI's strategic plan;
- use the resources (funding and capacity-building) of the movement effectively and in particular for the benefit of sections and structures in the Global South and East.

FURTHER INSTRUCTS the IEC, to this end, to carry out an evaluation to assess the effectiveness and efficiency of AI's current international growth policy and activities. The evaluation should cover the period from the adoption of the ICM 2003 decision 24 to invest in growth in the Global South and East, and the results of this evaluation should be presented before OP1 commences in April 2010.

ARISING FROM RESOLUTION OR D

15 FROM ASSESSMENT TO DISTRIBUTION

The International Council

WELCOMING the proposals of the IEC's Assessment to Distribution Taskforce as a means of implementing 2007 ICM Decisions 21 and 22, and further discussion of these proposals by the 16-17 May 2009 International Finance Meeting,

CONSIDERING that AI must reform its assessment system in particular to ensure that a larger share of its resources is spent in order to improve the human rights situation in the global South and East

ADOPTS the following two-phased financial strategy to support the next ISP, covering the period 2010-2016:

1. Financial resources

- (a) AI aims to grow its total income by 35%¹ over the period of the next ISP.
- (b) Income growth targets for each individual AI entity will be agreed to enable this overall figure to be reached.
- (c) The balance of all AI spending will shift from the current proportion of 70:30 to a goal of 60:40² by the end of the plan period. This change will be made with an initial step of between 5 million Euros and 5% of the annual total global gross income to be paid over the first two years of the ISP, by additional voluntary contributions.
- (d) In addition to the above, AI will devote up to 10 million Euros during the ISP period to financing carefully considered strategic growth projects in areas where AI has a small presence or no presence, or where it is under-performing in a developed area.
- (e) A report on
 - i) the projects for which the new funds from above were used and as far as possible their impact on human rights;
 - ii) the assessment of the impact of the shift in the balance of spending on the financial viability and the human rights work of AI sections and structures; and
 - iii) further shifts necessary to reach the 60:40 goal.

will be prepared and discussed in the relevant forums and presented to the 2011 ICM, where a decision will be made whether to continue to shift the balance of AI spending towards increased contributions to the global budget for the remaining period of the ISP.

- (f) The additional contributions mentioned at (c) above will fund five areas of AI international activity:

New operations:

¹ This figure refers to "real terms," i.e. over-and-above inflation.

² "60" refers to the proportion of gross income spent locally and "40" refers to the proportion of gross income contributed to the global budget.

- (i) Investment in areas where AI has a small presence or no presence.
- (ii) The costs of international functions carried out on behalf of the international movement by national AI sections/structures.
- (iii) Contributions to the costs of self-sufficient sections/structures where this will bring strategic benefits to the international movement.

Existing operations:

- (iv) The operations of international entities (e.g., the International Secretariat and its associated non-London offices).
 - (v) The operations of AI sections and structures which are not self-sufficient.
- (g) The IEC shall propose a revised assessment and distribution system. It will aim to make this system as simple and fair as possible, whilst providing incentives for the growth of contributing sections and linking the distribution of resources with the objectives of the ISP. The proposed system must be based on a common financial reporting framework including a common set of accounting policies, definitions and a common chart of accounts. The proposal for a new system will be developed for decision by the 2011 ICM. Until then the current assessment system will be used.
- (h) Also for consideration and decision by the 2011 ICM, the IEC will develop the terms of reference of the appropriate A2D implementation and monitoring body, including the composition, mandate, and its relationship to other existing AI entities such as the IMT.

2. Financial mechanisms

- (a) The IEC, with the cooperation of all AI entities, will develop a movement-wide planning, budgeting, and financial reporting system which will:
- facilitate alignment of planning systems;
 - provide for appropriate separation between governance and management;
 - allow for effective global financial coordination between the IS, sections and structures, and other experts as required;
 - enable decision-making at the local level wherever possible and at the global level when relevant;
 - be consistent with AI's developing global management and governance structure.
- (b) An advisory "interim A2D taskforce" of experienced, qualified people will be appointed under the authority and oversight of the IEC to provide advice on
- i) the development of the new assessment and distribution system;
 - ii) distribution issues.
- In order to ensure the success of the project and its ownership across the organisation, the IEC will ensure that appropriate levels of consultation with entities and experts, as well as risk management procedures are in place.

3. Financial data

- (a) The common year-end for the accounts of all AI entities will be 31st December, except where this is not possible under local legislation. Those sections and structures that cannot change their year-end to 31 December will be required to report their financial information as at that date.
- (b) AI will continue to strengthen and develop the tools needed for effective national and international financial planning, risk management and internal controls, as well as the necessary information communication technology infrastructure. It will also implement a common financial reporting framework, including a common set of accounting policies, definitions and a common chart of accounts.
- (c) Cost-structure benchmarks and targets covering fundraising, campaigns and action, communications and publications, membership, general management and administration, and human rights research will be developed globally and modified for local relevance.
- (d) The IEC will report on progress to the relevant forums and to the 2011 ICM.

4. Audit systems

- (a) The international audit role of AI's governance structures will be further strengthened by building on the establishment of the IEC's advisory audit sub-committee which has responsibility for the international oversight of accountability, financial control and risk management issues in the IS and will implement this oversight for the global movement by the 2011 ICM.

- (b) The current Accountability and Control Committee (ACC) functions will be integrated into the IEC's Audit Subcommittee, comprised of a total of five members, including the International Treasurer as its Chair, and two other IEC members. The other two members will be directly elected to the IEC Audit Subcommittee by the ICM from different Sections or Structures. At the 2009 ICM, those two ACC candidates receiving most votes will become the elected members of the Audit Committee.
- (c) The two directly-elected members will be elected under a system which ensures that they:
 - i) serve for staggered four-year terms,
 - ii) serve for a total continuous period not exceeding eight years,
 - iii) have sound knowledge of governance, accountability, financial issues and risk management,
 - iv) hold no other office as a board official of any Section or Structure, or of the IEC,
 - v) have the right to add comments at their discretion to the version of Audit Committee minutes circulated to Sections and Structures,
 - vi) in other respects serve on an equal basis to the Audit Committee's other members;
- (d) The directly-elected members of the Audit Subcommittee will be specifically mandated to monitor IEC expenses, inform the ICM at their own discretion of any irregularities arising; and empowered to recommend changes to the compensation and support system for IEC members and bring them to the ICM for decision.
- (e) The ACC is dissolved as its responsibilities are hereby substantially subsumed into the Audit Committee.

INSTRUCTS the IEC to ensure that the work required to implement this financial strategy is carried out in a timely manner, with substantive reports being prepared for the annual International Finance Meeting, Chairs Forum, and ICM during the ISP.

INSTRUCTS Section and Structure Boards to create and implement national financial plans which support this financial strategy, and to report on these plans in a timely manner to the international movement.

ARISING FROM RESOLUTION OR F

