

**AMNESTY
INTERNATIONAL**



29TH INTERNATIONAL COUNCIL MEETING

CIRCULAR 12

FIRST BATCH OF RESOLUTIONS AND STATUTE AMENDMENTS

AMNESTY INTERNATIONAL MEMBERS ONLY

AI Index: ORG 51 001 2009

To: Section/Structures
From: Claus Høxbro, ICM Chair 2009
Date: March 2009

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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 2009 International Council Meeting. The ICM Preparatory Committee 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.

RECOMMENDED ACTIONS

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



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ICM KEY DATES

This list will be made available in later circulars and will be updated.

Chairs / Rapporteurs / Facilitator nominations sent to IS	by 8 October ✓
ISP Consultation 2 deadline	5 December ✓
IEC Meeting	December ✓
Submit resolutions to OLU	by 8 January ✓
Submit nominations for volunteer coordinators	11 January ✓
Submit applications for volunteers at ICM	1 February ✓
Resolutions pack available for CF/DF/IFM (Chairs Forum, Directors Forum, International Finance Meeting)	March ✓
IEC Meeting	7-8 March ✓
Joint Chairs & Directors Forum	19-22 March
Send OLU numbers of members or groups for voting purposes	by 9 April
ISP Meeting	April (TBC)
Registration to OLU	April/May
Emergency resolutions to OLU	9 May
International Finance Meeting	16 & 17 May
Submit nominations for international positions (ICM, MAC, ICM chair, ICM Alternate chair, ACC) to get translations circulated by OLU	by 9 June
IEC Meeting	19-21 June
Make late nominations to international positions	24 hours pre-election at the ICM
ICM	9-14 August



INTRODUCTION

This pack contains all the resolutions that were received before the 8 January deadline for the 2009 ICM.

This circular continues a new approach to the ICM started in 2007 – you are receiving not only the resolutions, but also the different types of treatment that PrepCom proposes for them during the meeting.

We aim to make the ICM not only about resolutions but also about developing shared understandings and shared commitments about the challenges inherent in delivering the ISP, without undermining the authority of the ICM as the highest decision-making body of the movement.

WORKING PARTIES

At the 2009 ICM, there will be four working parties, each dealing with issues relevant to portions of the Integrated Strategic Plan (ISP). The division of work is planned as presented in figure 1 (page 8).

At this point it is still not clear how many sessions will be allocated to each working party. A detailed agenda for the Working Parties will follow at a later date. Working Party Chairs will propose the order in which to take the resolutions in the second draft of the Resolutions Pack to be circulated nearer the ICM. Resolutions with the same subject will be dealt with together, independently of whether or not they have been amalgamated. Please note that the Working Party Chairs, will deal with the proposals themselves, not with the Explanatory Notes.

EMERGENCY RESOLUTIONS

Emergency resolutions should be sent **by 9th May 2009** to **icm2009@amnesty.org**. All emergency resolutions will be considered by the ICM Preparatory Committee 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** to, or **amalgamations** of resolutions they have submitted should send them **by 9th May** to **icm2009@amnesty.org** to be discussed at the next meeting of the Preparatory Committee. **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 **by 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 **icm2009@amnesty.org**

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 consolidate resolutions and to consider the 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 2009 ICM will be organized around four major types of meetings. A same 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.
- **World Café:** Issues that will benefit from a more participatory discussion will be dealt with (at least in part) in a World Café format – 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. PrepCom suggests that an early discussion on the ISP where sections and structures can speak about their work and plans, exchange ideas and best practice could be dealt with in this way.
- **Working Party:** Some resolutions are as usual, best dealt with in a formal decision making session.



- **Workshop:** 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 2009 ICM will record its work in an ICM Report that will include four types of outcomes:

- **Decisions:** These are the formal outcomes of Working Party recommendations to the plenary on resolutions that have been taken to the Working Party.
- **ICM Chair's Statement:** See the format of the 2007 ICM Chairs Statement (In Circular 59, ORG 52 001 2007, 2007 ICM Decisions).
- **The full text of the approved ISP 2010-2016**
- **Short summary of the meeting:** This time the report will be summarized to create a shorter document.

WHAT DOES PREPCOM PROPOSE?

At the beginning of some of the resolutions in this circular you will see a note regarding the possible proposal of 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 on the next ISP, increased participation of members, particularly youth delegates and first-time delegates, and a commitment to dealing with strategic issues. We trust the changes we will make will allow your delegation increased opportunities for participation and engagement.

We hope that you will help PrepCom and thereby the ICM in this process.



Plenary Resolutions

ISP
Implementing One AI Priority Setting & Accountability
TO PLACE:
Human rights strategy for the next ISP
Resolution on the vision, mission and values of AI

Our partners and our work

Working Party 1

Chair: Janet MacLean (English)

ISP: C1, C2, C3, C4, P3

Resolutions:

Recognition of the role of human rights defenders to people who oppose organized criminality
Organized criminality and policy on non-state actors
Children's rights
Resolution on access to safe and legal abortion services
Discussion: Handicapped people's rights
Discussion: Prostitution

Our tools

Working Party 2

Chair: Laurent Deutsch (French)

ISP: E2, E3, E4, L4

Resolutions:

Youth strategy
Handicapped people's rights
Impartiality and democracy
Strategy for crisis work on intractable conflicts
Prostitution
Commitment to Long-term work on behalf of prisoners of conscience
Implementing One AI overview

Figure 1: Working parties

Our people

Working Party 3

Chair: Guadalupe Rivas (Spanish)

ISP: E1, L1, L2, L3, R1, P1, P2

Resolutions:

Nominations and elections committee
Strengthening democracy to support the 2010-2016 ISP
The International Council: Elections of representatives and composition
Strengthening of international governance: Chairs and Treasurers Forum
Strengthening Amnesty International's democracy by expanding the role of the Chairs' Forum
Impact assessment activism
Resolution regarding the remunerating of the IEC
Implementing One AI democracy

Our resources

Working Party 4

Chair: Anna Skarbek (English)

ISP: R1, R2, R3

Resolutions:

Strengthening of financial transparency (Stated mission of the ACC)
Resolution on the importance of research
Collaboration and exchanges amongst sections, structures and national departments
Development of a comprehensive strategy for growth
Independent of corporate interests
Implementing One AI assessment to distribution



PLENARY RESOLUTIONS

INTEGRATED STRATEGIC PLAN

WORKING LANGUAGE: ENGLISH

CHAIR: CLAUD HØXBRO



P1 IEC IMPLEMENTING “ONE AMNESTY” OVERVIEW

The International Council Meeting

COMMITTED to increasing AI's positive human rights impact, empowering rights holders whose rights are challenged, and strengthening the human rights movement,

RECOGNIZING that to achieve these goals AI needs to:

- implement a new Integrated Strategic Plan that is closely integrated with reforms of AI's governance, democracy, resource allocation, and priority-setting systems;
- develop a global perspective amongst its leadership and decision-makers which will enable AI to use its resources most effectively and efficiently across the entire movement;

DECIDES to progress the implementation of the “One Amnesty” project and build on the decisions of the 2007 ICM (especially Decision 1 on global planning; Decision 2 on strengthening democracy; Decision 21 on assessment to distribution; and Decision 22 on financial architecture) by:

(a) **APPROVING** an Integrated Strategic Plan which provides a clear strategy map for the AI movement and connected indicators of impact;

(b) **AFFIRMING** that, in the spirit of “One Amnesty,”

- all AI entities commit to their full participation in the ISP;
- all entities are expected to agree their contributions to its implementation through mechanisms to be developed, and to report regularly on their progress in making these contributions;
- a global accountability system should be created to ensure that agreed contributions of resources and activities supporting the ISP are delivered;

(c) **APPROVING** changes to AI's democracy and governance that will:

- create a dynamic and effective democracy
- strengthen the voices of rights holders
- enable AI decision makers to develop a stronger global perspective
- ensure that AI's decision-making bodies are filled with people with the appropriate mix of competences
- extend AI's democracy to include its international members
- develop an appropriate relationship with AI's global management system

(d) **APPROVING** a revised financial architecture for AI;

(e) **REITERATING** the need to strengthen monitoring and evaluation in AI, in particular by implementing the Standard Action, Finance and Planning reports agreed by the 2007 ICM

(f) **APPROVING** the development of a new movement-wide priority-setting, planning and budgeting cycle that implements the lessons learnt from the “Amnesty International Operations Review” and builds a global management system.

Explanatory note

The IEC's circular “Implementing ‘One Amnesty’ – an integrated approach” (ORG 50 004 2009) explains how these principles fit together. This resolution needs to be read in conjunction with the four other ICM resolutions from the IEC on the ISP (POL 50 001 2009), governance and democracy (ORG 50 002 2009), assessment to distribution (ORG 50 001 2009), and priority-setting and accountability, with which it forms a package for the implementation of “One Amnesty.”



P2 IEC THE INTEGRATED STRATEGIC PLAN

The International Council Meeting

ADOPTS the Integrated Strategic Plan (ISP) for 2010-2016 tabled by the IEC.

AFFIRMS that the ISP will enable AI to:

- 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 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 states and armed groups
 - C4 – protecting people's right to their identity and their right to dissent
- Develop partnerships to strengthen our human rights work based on:
 - P1 – growing the global human rights movement
 - P2 – being a partner of choice
 - P3 – seeking options and creating collective solutions
- Build excellence based on:
 - E1 – promoting active participation by members and supporters
 - E2 – linking the global and the local
 - E3 – responding 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
- Create resources by:
 - R1 – building new constituencies and renewing membership
 - R2 – increasing our donors and growing our resources
 - R3 – distributing our resources strategically

Explanatory note

The draft ISP was circulated at the end of January (POL 50 001 2009). The IEC expects that there will be intensive discussions of this draft in the coming months. The IEC will work with the ICM PrepCom to draft a final ICM resolution that will enable effective ICM decision-making on key aspects of the plan, as well as reflecting the further input to the ISP process that we expect from the Chairs and Directors Forums, the International Finance Meeting, and reports from section/structure AGMs.

This resolution needs to be read in conjunction with the other resolutions from the IEC, with which it forms a package for the implementation of "One Amnesty."



P3 GERMANY HUMAN RIGHTS STRATEGY FOR THE NEXT ISP

PrepCom advice: PrepCom encourages AI Germany to raise these concerns as the ICM discusses the ISP.

The International Council Meeting

DECIDES to adopt the following Human Rights Strategy for the next Integrated Strategic Plan (2010-2016);
ASKS THE IEC to ensure that, in putting this plan into operation in individual countries, care will be taken that the priorities set out in the plan do not clash with potentially more pressing human rights concerns in the country in question.

1. Amnesty will work to strengthen the rights of people living in poverty by
 - using the Dignity campaign to promote an understanding of human rights aspects of poverty, and to work against serious violations of the right to health and the right to housing,
 - campaigning for ratification and implementation of the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights,
 - campaigning for the enforcement of transnational companies' responsibility for human rights,
 - working against new forms of slavery.
2. Amnesty will work to protect people at risk from cruel and inhumane treatment and serious infringements of their right to freedom of expression and religion by
 - campaigning against the death penalty,
 - campaigning against torture,
 - working for the release of prisoners of conscience and for fair trials for political prisoners,
 - campaigning against disappearances,
 - supporting and protecting human rights defenders,these priorities being conducted in the form of individual casework wherever appropriate, further:
 - working to stop state violence against children.
3. Amnesty will promote the rights of refugees and migrants and will work for their protection by
 - asking states to strictly observe the principle of non-refoulement and not forcibly return refugees to frontiers of territories where they are at risk of serious human rights violations,
 - asking states to ensure that all asylum-seekers will have access to a fair and satisfactory asylum procedure,
 - enhancing protection of Internally Displaced Persons,
 - campaigning for wider ratification and implementation of the Migrant Workers' Convention,
 - working against grave abuses of the economic, social and cultural rights of migrants,
 - asking states to protect the human rights of persons suffering from environmental displacement.
4. Amnesty will work to protect people affected by armed conflict by
 - working against impunity for war crimes, crimes against humanity, and other serious violations of human rights,
 - campaigning for stronger controls on the arms trade, especially through the Arms Trade Treaty.
5. Amnesty will work to promote the equal treatment of all people, in particular by
 - working against violence against women and promoting the human rights of women,
 - working against discrimination and persecution on the basis of sexual identity or orientation,
 - working against serious racist discrimination or discrimination on the basis of ethnic background, including discrimination against indigenous peoples.

Cross-Cutting Goal 1 - Human rights education: Amnesty will

- work to ensure access to education that promotes tolerance and respect for the human rights of all people,
- use human rights education to empower people to stand up for their own rights and the rights of others,



- promote the indivisibility of human rights,
- promote and where necessary provide human rights training for key professions, especially for armed forces and law enforcement officers.

Cross-Cutting Goal 2: Improve our ability to react to crisis and conflict situations:

While implementing the Strategy outlined above, Amnesty will make sure it can react to unexpected, worsening human rights situations, including crisis and conflict situations. To help achieve this, Amnesty will maintain a system of global monitoring and optimize its capacity to mobilize for action in “unplanned situations” in both CAP and non-CAP countries as the need arises.

Explanatory note

Paragraph 1: We are concerned that the human rights strategy in the ISP draft available at the time of writing (late December 2008) lacks contour and focus. Our suggested strategy, which on the whole adopts the major focal points already suggested by the ISP committee and in general greeted by the movement, aims to provide a clearer basis for debate up to and during the ICM.

Paragraph 2: Occasionally during the current ISP period, actions and campaigns have been pursued which correspond to the global priorities of the ISP but may not represent the most pressing human rights situation in the country on which the action is focused. Care must be taken to ensure that our global priorities and our local relevance are in alignment.

Strategy:

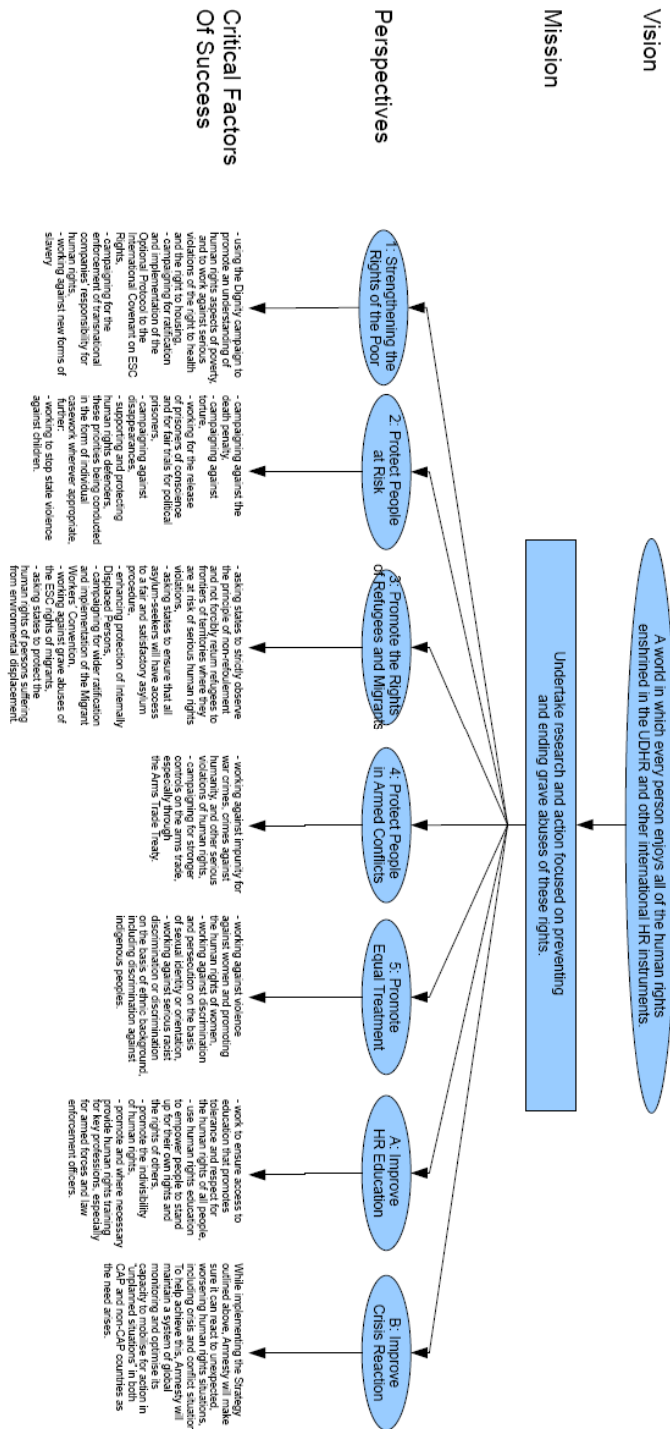
We have selected priorities for research and action which complement each other effectively and have “add-on value”. For example, prioritizing human rights education and training will have a major impact on all of the goals listed above, and constitutes a major tool in the battle against discrimination; and continuing to work to “control arms” will have impact in goal 2 as well goal 3 (and, indirectly, on goal 1). We foresee that the next ISP will give particular weight to goals (1) and (2), and agree with many other sections and structures that continuing our “legacy” work will strengthen and lend credibility to the “new message” of our work on poverty in particular. Several areas of our suggested strategy clearly demonstrate the indivisibility of human rights, for example, work to stop state violence against children: whether in the criminal justice system or in institutions, it is overwhelmingly very poor children who are the victims.

Aside from these priorities, we agree that Amnesty needs to improve its ability to react to worsening human rights situations world-wide. This includes work on crisis and conflict situations, but may also mean realigning our country strategies in light of new developments affecting human rights generally or one area of human rights in particular. Global monitoring is an essential part of this process but has little impact if we are not able to act effectively as such critical situations emerge. Here as well, Amnesty’s mission to combat serious human rights violations through research AND action needs to be fulfilled. We hope to provide fuller information on the priorities suggested, including with references to further documentation, in good time.

Please note: The attached diagram is part of these explanatory notes!



ICM Resolution Germany 2: Overview of the Human Rights Strategy for the Next ISP



P4 FRANCE RESOLUTION ON THE VISION, MISSION AND VALUES OF AI

PrepCom advice: PrepCom suggests AI France discusses this with the IEC.

The International Council Meeting

REASSERTS its attachment to AI's vision, mission and values as they are expressed in the current Statutes.

Explanatory note

The UDHR stands as a horizon line in a modern world. It is a fundamental document which is an aim *per se*. We are deeply preoccupied by a perspective without legal basis, as announced in the project for the next ISP, which would in fact do away with universality, a concept which is today the single warrant of equal rights for all. Indeed, in such a case, each one will have his/her own vision of hope and equality, generating discrimination and will lead to the reverse of the desired result. Besides, we do not wish utopia to become the core concept of our movement, if we do not have a strong legal basis.

Our social mission is to act and be accountable and we strongly support the idea that it can only be done if research and action constitute the base on which we can evolve. We are attached to the preciseness and the relevance of what we publish. Impartiality is our identity and must be preserved. We can work with the rights holders and with human rights organizations, and all the while maintain our impartiality. We are also attached to the concept of international solidarity which implies coverage by research and militancy of one section towards the rest of the world and which reaches far beyond simple partnerships. Finally, democracy is a core value of our movement too.



WORKING PARTY 1

OUR PARTNERS & OUR WORK

WORKING LANGUAGE: ENGLISH
CHAIR: JANET MACLEAN



1 ITALY RECOGNITION OF THE ROLE OF HUMAN RIGHTS DEFENDERS TO PEOPLE WHO OPPOSE ORGANIZED CRIMINALITY

RELEVANT ISP GOALS

- Defending people from violence by states and armed groups (C3)
- Protecting people's right to identity and their right to dissent (C4)
- Being a partner of choice (P2)

PrepCom Advice: This resolution will be discussed in Working Party 1.

The International Council Meeting

DECIDES

To consider as Human Rights Defenders, upon evaluation to be based on specific cases, any person who – through professional or other activities – opposes human rights violations and abuses perpetrated by organized criminality.

Explanatory note

Since 1991 (see Decision no.5, ICM 1991), AI can oppose certain abuses committed by non-governmental and quasi-governmental political actors, in particular by those acting with the complicity or tolerance of governments. However, in certain situations, it is difficult to establish whether and how organized criminality has an actual and concrete political identity. On the other hand, it is undoubted that organized criminality – in a number of countries and contexts – pursues objectives that go well beyond the 'simple' profit of its members and that result strongly interconnected with aims and activities of governments and political entities.

The UN definition of HRD, in particular as stated in the document "About Human Rights Defenders" of the Special Representative of the Secretary General on Human Rights Defender, specifies in the preamble that: "Human rights defender is a term used to describe people who, individually or with others, act to promote or protect human rights. Human rights defenders are identified above all by what they do and it is through a description of their actions [...] and of some of the contexts in which they work [...] that the term can best be explained".

To a certain extent, the UN definition of HRD is a rather broad concept, which certainly already includes some activists opposing the organized criminality. Amongst them, people who oppose those abuses through their voluntary activities or professions, not institutionally linked to the fight against organized criminality, such as journalists, writers, commentators, or simple citizens not operating in any organization.

However, a review of existent documents has not showed that AI uses the term "human rights defender" in a similar context (that is, for people who oppose organized criminality), even though some cases (such as trafficking in human beings between Israel and Russia, private police in Russia, etc.) certainly constitute relevant examples. Furthermore, organized criminality undoubtedly has "territorial control": this is a notion that AI has often utilized to qualify certain entities (like the FARC in Colombia, the Sendero in Peru, or the LTTE in Sri Lanka) as quasi-governmental, although in a rather different context.



2 ITALY ORGANIZED CRIMINALITY AND POLICY ON NON-STATE ACTORS

RELEVANT ISP GOALS

- Defending people from violence by states and armed groups (C3)
- Protecting people's right to identity and their right to dissent (C4)
- Being a partner of choice (P2)

PrepCom Advice: This resolution will be discussed in Working Party I.

The International Council Meeting

DECIDES that, in the framework of its current policy on non-state actors, AI can oppose abuses perpetrated by the organized criminality.

REQUESTS the IEC to develop practices accordingly, and to elaborate relevant guidelines.

Explanatory note

1. Power and coexistence: the numerous existing types of organized criminality, all presenting different features, are mainly characterized by a high degree of cohesion and internal organization. Historically, those various forms of organized criminality derive from complex events of a political and/or socio-economic nature, which characterize certain geographical areas of the world (e.g., Asia, Southern America, Italy, Russia, etc.). They develop in different ways, but they are all characterized by a pervasive influence upon society and political institutions; in certain cases, such forms of criminality can even develop into a parallel structure, a sort of “anti-state”. The relation between the legitimate government and organized forms of criminality can either be that of a violent contraposition, or reciprocal indifference and “tolerance”, or else even complicity between the two structures.

2. Global control: organized forms of criminality have the objective of maximum profits with minimum risks. They pursue it through their illegal activities that are implemented due to:

a) global and extensive control of the territory where the organized criminality operates, and of the lives of people living there;

b) growth and consolidation of the criminal organization, in various ways, at the national and the international level, with the consequential creation of a strong network and of illegal trafficking involving different levels of society and of the governmental structure in various states. In this way, and considering their economic powers, organized forms of criminality can be nowadays considered as “multinational” companies/corporations/groups specialized in criminal activities, with all possible consequences in terms of violations and abuses of the economic, social and cultural rights enshrined in the Universal Declaration of Human Rights.

3. Abuses: illegal activities – and the means through which they are implemented – are dangerous for society, as they bring about an environment permissive of criminal conducts leading to serious crimes (often unpunished), widespread violence, terror, illegality, and systematic violations of human rights (that AI could oppose), with the total disrespect of human dignity.

4. Policy and coherence: Decision no.8 of the ICM 2001 states that AI will oppose abuses by non-state actors when such abuses amount to a human rights violation that AI would oppose if directly perpetrated by state actors, and when it can reasonably be affirmed that such government is liable of complicity in the abuse, is inactive, has been negligent or has failed to exercise due diligence and control in preventing and/or repressing the abuse. The aim of this Resolution is to extend the



already existing policy on victims of abuses by non-state actors to abuses perpetrated by organized criminality, and thus to its victims. This would improve the current policy and make it more coherent.

5. Strategy, campaigning and added value: the next ISP (currently under discussion at the time of the drafting of this Resolution) has identified one of the directions of AI's work for the upcoming years in the "empowerment of rights holders and the strengthening of the broader human rights movement globally". Within this framework, AI's potential work on organized criminality could represent a strategic opportunity not only to provide a **global answer to a global problem** – so promoting the universality and indivisibility of human rights – but also to build up "innovative partnership with local organizations, linking AI's global brand to effective and sustainable local human rights activism". In this way, the victims of organized crime will finally have a voice as holders of (violated) rights.

6. International Law: <<"Organized criminal group" shall mean a structured group of three or more persons, existing for a period of time and acting in concert with the aim of committing one or more serious crimes or offences established in accordance with this Convention, in order to obtain, directly or indirectly, a financial or other material benefit >> – Article 2(a), UN Convention Against Transnational Organized Crime (Palermo, 2000).



3 SPAIN CHILDREN'S RIGHTS

RELEVANT ISP GOALS

- Empowering people living in poverty (C1)
- Defending unprotected people on the move (C2)
- Defending people from violence by states and armed groups (C3)
- Protecting people's right to identity and their right to dissent (C4)
- Making diversity and gender mainstreaming a reality (L3)

PrepCom Advice: This resolution will be discussed in Working Party 1.

The International Council Meeting

REQUESTS the IEC to, within the ISP, identify minors as an especially vulnerable priority group; in such a way that the organization will work on the serious human rights violations and abuse suffered by girls, boys and teenagers in all the main campaigns and actions.

Explanatory note

In 2006, the United Nations presented a world study of violence against children in which it is stated: "violence against children comes in many forms and depends on wide variety of factors, ranging from the personal characteristics of the victim and the aggressor to their cultural and physical environment. However, a considerable part of the violence exerted against children remains occult for many reasons." According to this report, approximately 53,000 children die throughout the world as a consequence of homicides in 2008 and in many countries in all the regions of the world between 80% and 98% of the children suffer corporal punishment at home and a third or more of them receive various serious punishment applied with a variety of utensils. It is also stated that between 20% and 65% of children in school age had been subjected to physical or verbal harassment during the 30 days prior to the poll. Harassment between schoolmates is also frequent in industrialised countries. On the other hand, the World Health Organisation has calculated that 150 million girls and 73 million boys below 18 years of age underwent forced sexual relations or suffered other forms of sexual violence with physical contact in 2002.

Amnesty International was part of the international coalition that contributed to the drafting of the Convention of the Rights of the Child (CRC) that started its work in 1979. One year before, in the 1978 ICM, the Belgian section – seconded by the Danish section – proposed a campaign focussed on the violation of the rights of minors. These beginnings seemed to augur an ongoing working commitment of Amnesty International with the defence of the rights enshrined in the CRC. However, that proposal from the Belgian section not only was not sufficiently supported but since then, the organisation's work in that field has not been persistent and has been irregular.

AI's children's network has practically not functioned since it was reactivated in December 2007, when it came under the aegis of the Health Team. On the other hand, AI is part of the International Coalition to Stop the Use of Child Soldiers and various sections (among them the Spanish Section in 2004) became members of national coalitions. Since then, no action proposal related with that coalition has been received from the IS. Four single actions related with child soldiers have indeed been sent out, completely unrelated with the International Coalition. Within the Arms Control campaign, the impact of the generalisation of light weapons in the hands of children has been generally included in the course but has not boosted action to specifically make visible the impact of the Arms trade in their lives. On the other hand, during the "Stop Violence against Women" campaign only two reports focused on forms of violence that specifically affect girls.¹ The "Counter Terror with Justice" campaign has paid special attention to the

¹ *What is female genital mutilation?* (February 2004) and *Safe Schools. Every girl's right.* (March 2008).



impact of such violence on minors (detained in Guantánamo, “disappeared” in countries such as Pakistan, etc.) We miss, for example, a clear position against the withdrawal of legal and juridical frameworks in Latin America in terms of juvenile justice (as well as in Europe and other regions).

Other sections have also stated their concern for AI’s work in the defence of minors’ rights: New Zealand’s petition for a strategic campaign of minors; the promotion of an international meeting to review the work undertaken in this field hosted by the Danish section, etc.

AI’s contribution in the advances obtained to put and end to executions in United States for people condemned to death for crimes committed when they were minors; and the growth experienced by AI’s minors network over the last decade (37 sections now have teams working on minors), should be a good incentive to work more and better to put an end to serious violations of human rights suffered by minors due to their condition of special vulnerability.

Background documents: ACT 77/06/97/s, ACT 77/001/2008



4 SWEDEN RESOLUTION ON ACCESS TO SAFE AND LEGAL ABORTION SERVICES

RELEVANT ISP GOALS

- Empowering people living in poverty (C1)
- Defending unprotected people on the move (C2)
- Defending people from violence by states and armed groups (C3)
- Protecting people's right to identity and their right to dissent (C4)

PrepCom Advice: This resolution will be discussed in Working Party 1

The International Council Meeting

DECIDES that the IEC develop a policy regarding a woman's access to abortion services consistent with States' obligation to provide legal, safe and accessible health services to all women.

Explanatory note

AI's current policy statement on abortion (POL 39/004/2007) is an important but incomplete step towards a comprehensive position on women's sexual and reproductive rights. Where a woman's access to safe and legal abortion services is restricted, her fundamental human rights may be at grave risk. Abortion services should therefore be legal, safe and accessible to all women free from coercion, discrimination and violence. A woman's access to abortion may be subject to reasonable restrictions¹.

Under our current policy, AI is able to act on some human rights violations relating to abortion, especially those linked to our work on violence against women. According to the policy AI would call on states to take all necessary measures to ensure that safe and legal abortion services are available, accessible, acceptable and of good quality for women who require them in cases of unwanted pregnancy as a result of rape, sexual assault or incest, and pregnancy which endangers the life of the woman (including risks of grave permanent injury to the physical or mental health of the woman).

However, we believe there is a need for a more inclusive approach. Our current policy does not take into account that an unwanted pregnancy may put at risk a woman's fundamental rights even if she has not been raped or if there is no proof of sexual abuse and if her life is not in direct danger because of the pregnancy. As the Decision 3 of ICM 2005 states: "the need for abortion in a large number of cases is a consequence of ... a lack of empowerment of women as well as of a lack of access to education and health services like contraception". All over the world, women and girls decide to undergo abortion as the only solution to their current situation, whether abortion is legal or not. Worldwide an estimated 70,000 women die as a consequence of unsafe abortion each year. In some countries up to 60% of all maternal deaths are due to unsafe abortions, and in addition, a vast number of women and girls are harmed for life as a result of unsafe abortions. Thus, when a woman is denied the right to make an independent and well-informed decision whether to continue or terminate her pregnancy, a wide range of her human rights are threatened.

Given the high number of maternal deaths that can be attributed to unsafe abortions, AI's current policy on SRR will not be sufficient in relation to our coming work on maternal mortality and the right to health, included in the global campaign on Human Dignity.

Background Documents:

ORG 52/003/2005: ICM Decision 3 Sexual and Reproductive Rights

¹ "Reasonable restrictions" refer to the restrictions mentioned in paragraph 4 and 5 in AI's current policy statement on abortion (POL 39/004/2007) and include restrictions on gestational limits, some restrictions on sex-selective and disability-selective abortions, and restrictions that apply to the provision of all medical services.



POL 39/001/2006: SRR Consultation Paper 1: Policy statement and background information on sexual and reproductive rights

POL 39/002/2006: SRR Consultation Paper 2: possible AI policies on selected aspects of abortion.

POL 39/008/2006: Statement summarizing AI's current policy on Sexual and Reproductive Rights

POL 39/004/2007: AI and Sexual and reproductive rights: Recommended policy statement on selected aspects of abortion

ORG 52/001/2007: ICM Decision 3 Sexual and Reproductive Rights



WORKING PARTY 2

OUR TOOLS

WORKING LANGUAGE: FRENCH
CHAIR: LAURENT DEUTSCH



5 CANADA ES YOUTH STRATEGY

RELEVANT ISP GOALS

- Promoting active participation by members & supporters (E1)
- Linking the local and global (E2)
- Investing in volunteers, staff, leadership & systems (L1)
- Governing effectively (L2)
- Making diversity and gender mainstreaming a reality (L3)
- Building new constituencies & renewing membership (R1)

PrepCom Advice: PrepCom suggests this is a cross cutting issue and the movement needs to wait for the finalization of the ISP before considering this issue.

The International Council Meeting

REAFFIRMS the critical need for a more robust implementation of the International Youth Strategy (IYS) (ACT 76/009/2005); and

DECIDES to:

Extend the IYS through the life of the next Integrated Strategic Plan (ISP) 2010-2016, and to ensure delivery of the IYS that is cooperative and coordinated at a global level by:

1. developing a clear, global implementation plan including key indicators, through a process of operational planning;
2. ensuring that youth expertise that exists across the movement is fully recognized and developed, integrated into broader work, and coordinated across the movement;
3. ensuring clear lines of accountability for sections/structures and the International Secretariat (IS) in the delivery of the IYS, and providing prominent attention to the implementation of the IYS in reporting by sections/structures and the IS; and
4. extending the term of the International Youth Advisory Body (IYAB) to carry forward its mandate through the period of the upcoming ISP.

Explanatory note

Youth make up a sizeable portion of Amnesty International membership and supporters globally, and consistent support of youth participation is essential to the fulfillment of our growth and activism objectives. Further, youth are active and aware rights holders, facing rights violations in ways that are at the same time similar and different to adults.

The IYS, adopted by the movement at the 2005 ICM (Decision 18), provides a clear plan for increasing and supporting youth work across the movement, focusing on three complementary strands: Participation, Activism, and Engagement.

At the 2007 ICM, Decision 11 was passed calling on the movement to “ensure a more thorough and robust implementation of the IYS”, and establishing the IYAB for a two year term. Since the 2007 ICM, there has been some progress in implementing the IYS, however there is still a great deal of work to be done in terms of achieving the goals of the IYS, and strengthening youth work within our movement.

This resolution aims to allow Amnesty International to build on the successful work of the IYAB and the movement to date. As the both the term of the International Youth Strategy and the mandate of the International Youth Advisory Body will come to an end with our current ISP in 2010, adoption of this resolution would ensure that the advances

made in implementing the IYS are not lost, and that youth work within the global movement is prioritized and adequately supported.

RELEVANT STRATEGIC ISSUES

The resolution relates to current ISP goals 11 — mobilizing people, and 12 — building a dynamic architecture.

The resolution relates to the key driver of the upcoming ISP (as stated in Consultation Pack Two) of empowering rights holders and strengthening the human rights movement. Particularly relevant identified strategy map issues include: growing the human rights movement; linking the local & the global, making diversity a reality; investing in people and systems; and building new constituencies and using technology to enable change.



6 CANADA FR PROTECTION OF THE ESCR OF DISABLED PEOPLE

RELEVANT ISP GOALS

- Empowering people living in poverty (C1)
- Defending unprotected people on the move (C2)
- Defending people from violence by states and armed groups (C3)
- Protecting people's right to identity and their right to dissent (C4)
- Growing the global human rights movement (P1)
- Being a partner of choice (P2)
- Responding to emerging challenges & opportunities (E3)

PrepCom Advice: PrepCom wonders whether this is the appropriate setting for these decisions. A Decision on studies will be made in Working Party 2. Working Party 1 will allocate time for discussion on this matter if supported by the working party participants.

The International Council Meeting

REQUESTS the IEC to conduct a study into the economic, social and cultural rights of disabled people and to present its report at the next ICM.

Among others, the study should address the following points:

- The integration of disabled people into society, including access to education and the labour market;
- The status of disabled women and children;
- Offences against the dignity of disabled people;
- Measures to ensure recognition and protection of the economic, social and cultural rights of disabled persons.

Explanatory note

Disabled persons are to be understood as people who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others¹.

The fact that Amnesty International has not taken a position on the rights of disabled persons means that activists are unable to take action on the subject. Amnesty International should document the seriousness of violations of the rights of disabled persons, especially with regard to economic, social and cultural rights, and the discrimination they face.

In 2001, Amnesty International decided to work for economic, social and cultural rights. Given that Amnesty has long recognized that human rights are universal, these rights should also apply to disabled persons.

The public are often unaware of the situation of disabled people at both local and international level. However, statistics given by the UN are clear: disabled persons are more likely to suffer discrimination and violence, they have a lower than average standard of living, the percentage of them in full-time education is low, the unemployment rate is high, etc². In addition, disabled people are often portrayed as victims, thus helping to reinforce the many existing stereotypes. Nevertheless, disabled people are, more than ever before, in a position in which they can and want to go forward and participate in the social, economic and cultural life of society. Amnesty International can play an important role in this regard in breaking down prejudices and in so doing enable disabled people to place an active role in society.

Amnesty International openly supported the *Convention on the Rights of Persons with Disabilities* on 13 December 2006³. The movement has thus recognized that there is discrimination towards disabled people and must now move from words to action in respect of economic, social and cultural rights.

¹ *Convention on the Rights of Persons with Disabilities*, article 1, second paragraph.

² UN "Convention on the Rights of Persons with Disabilities – Factsheet on Persons with Disabilities" [on line].
<http://www.un.org/disabilities/default.asp?navid=34&pid=18> (page consulted 21 March 2008)

³ Index AI : IOR 41/031/2006 (Public), 13 December 2006



7 NETHERLANDS STRATEGY FOR CRISIS WORK ON INTRACTABLE CONFLICTS

RELEVANT ISP GOALS

- Defending people from violence by states and armed groups (C3)
- Being a partner of choice (P2)
- Seeking options & creating collective solutions (P3)
- Linking the local and global (E2)
- Responding to emerging challenges & opportunities (E3)

PrepCom Advice: Text other than “Instructs” paragraphs moved to Explanatory note.

The International Council Meeting

INSTRUCTS the IEC to develop an effective strategy, including adequate mechanisms and institutional capacity, for crisis work on intractable conflicts with upsurges of violence. This strategy should be developed before the next ISP (2010-2016) becomes operational.

Explanatory note

AI needs to be able to react quickly and strategically to (emerging) massive violations of human rights in the context of intractable conflicts. Under the next ISP we need to invest in our capacity to effectively respond to emerging threats and opportunities. The ISP's strategy which emphasizes the empowerment of rights-holders and a solutions-oriented approach will have implications for the way we work in conflict and crisis situations.

Evaluations have indicated that AI's current crisis model is not an effective model for our crisis work on countries in a perpetual state of conflict or violence.

AINL notes that our Crisis Response mechanism has been reviewed with respect to our crisis work on Darfur¹. One of the lessons drawn for our general crisis work is that the current Crisis Response mechanism, when applied to intractable conflicts with repeating cycles of violence, is not a workable model. The operation of the mechanism hampers a swift accelerated response and prematurely downgrades crisis capacity, and crisis work is therefore not in junction with external developments. Among the reasons for this is the fact that the model operates within a fixed timeframe, the process can only be invoked for extensive work on one crisis, and the decision-making procedures are not flexible enough to support quick intervention.

We further note that in another comprehensive review of AI's crisis mechanism, completed in 2006, one of the outcomes was that a key weakness is in the way intractable conflicts are currently being addressed within the crises mechanism². This study also stressed the need to review and develop an effective way in reacting to crises that emerge in the context of intractable conflicts.

In light of the above, AINL suggests to develop an effective strategy, including adequate mechanisms and institutional capacity, for crisis work on intractable conflicts with upsurges of violence. Such a strategy may include, but not be limited to:

- The formulation of impact indicators and objectives;
- IS capacity for preventive action / preparation of contingency plans;
- IS (including UN and EU offices) and section capacity and expertise for crisis response
- IS and section capacity for post-crises follow-up;
- Systematic cooperation with other (and grassroots) organizations on research, action and advocacy;
- Organizing periodic assessments, including the coordination and management of the crisis intervention.

¹ Coe, Kingham, Stalker & Wagstaff (April 2005). Evaluation of Amnesty International's Darfur Crisis Work.

² Ariela Blåter (May 2006). Responding to Crises: Efficiently and Effectively: A study of Amnesty International Sections and the Crisis Mechanism.



8 SPAIN DECISION ON THE PRINCIPLES OF IMPARTIALITY AND DEMOCRACY OF AMNESTY INTERNATIONAL

RELEVANT ISP GOALS

- Growing the global human rights movement (P1)
- Being a partner of choice (P2)

PrepCom Advice: The reaffirms paragraph is moved to the Explanatory note.

The International Council Meeting

REQUESTS sections, structures and the International Executive Committee to apply the criterion of impartiality, among others, when working with the human Rights movement and “stakeholders” within the framework of the new international Integrated Strategic Plan for 2010-2016.

Explanatory note

This resolution reaffirms the principles of impartiality and democracy as part of the core values that should be included in Amnesty International’s Statutes.

Article 2 of the Amnesty International Statutes, under the heading “core values”, after stating that “Amnesty International forms a global community of human rights defenders”, includes democracy among its principles.

The close connection between democratic participation and human rights is reflected in the texts that inspire and are the basis of Amnesty International’s work, such as the Universal Declaration of Human Rights itself (article 21) and the International Covenant on Civil and Political Rights (article 25).

In this sense, the UN Human Rights Committee, when interpreting the sense of article 25 of the International Covenant on Civil and Political Rights, has pointed out that “Citizens also take part in the conduct of public affairs by exerting influence through public debate and dialogue with their representatives or through their capacity to organize themselves. This participation is supported by ensuring freedom of expression, assembly and association” (General Comment No. 25, 1996, paragraph 8).

The importance of internal democracy as a core value of Amnesty International is especially esteemed by the activists within the organisation as a differentiating factor vis-à-vis other non-governmental organisations both when becoming members and when continuing as highly-motivated activists within our organisation.

This element has also been pointed out as one of the strong points in the organisation with respect to its accountability. Thus, in its 2006 “Global Accountability Report”, One World Trust pointed out that “Amnesty International’s accountability capabilities are strongest in relation to participation. They have well-developed policies and systems for engaging external stakeholders, specifically human rights organisations, in decision-making and fostering equitable member control”.

Also, impartiality, as is recognised in document POL30/020/2005 (Impartiality and Independence) drafted by the Policy Committee, has to do with matters such as AI not making distinctions between victims, not making distinctions between human rights and not making distinctions between perpetrators. Even if the concept of impartiality within AI originally was connected to the context of Cold War and the division of the world in geopolitical blocks, we believe that these three principles related with impartiality are still very much valid in the current context. In fact, the principle of



not making distinctions between perpetrators is crucial in the context of the build up of armed groups and AI's growing work on the abuses perpetrated by such groups.

We also do not think that the new work contents that AI is now considering should imply renouncing to impartiality. For example, the fact that AI may finally widen its work in the field of economic, social and cultural rights is not a reason that can -by itself- undermine AI's impartiality (as is clearly recognised in the aforementioned document). Other matters in which AI has varied its position or amplified its field of work over the last years have also clearly tabled matters related with impartiality (the policy on sanctions, the position on the use of force, the framework of work on the own country), however this does not mean we have renounced to impartiality. And this was not the case even when AI's mission was finally amplified at the 2007 ICM.

In fact, such changes promoted over the last few years reaffirm our conviction that impartiality should be maintained as a core value within AI and that changes and advances should go together with the corresponding provisions of the doctrinal or institutional safeguards (internal democracy, safeguards on economic matters, etc.) in order to protect our impartiality.

In the aforementioned document there is a specific mention of independence and impartiality in relation to AI's work in alliances, pointing out that "AI needs to find a fairer balance between the need for it to be perceived that it supports certain important events that favour headway in terms of human rights, on one hand, and that it is still considered impartial and faithful to its own mission, on the other hand". And it underlines that AI's independence is based, among other matters, on the fact that "AI chooses who to associate with for action".

The Spanish section understands that what AI is to reflect within its next ISP will be to work much more intensely with stakeholders and the human rights movement in general, and that AI proposes to contribute to the global strengthening of this movement does not imply the need to eliminate impartiality as a core value in AI, but all the contrary: in this new context of work with the human rights movement, impartiality should be a core of value to bear in mind when choosing who we ally with or who we are to contribute to reinforce.

Documents of reference:

POL 30/020/2005: Impartiality and Independence

9 UK HUMAN RIGHTS AND PROSTITUTION

RELEVANT ISP GOALS

- Empowering people living in poverty (C1)
- Defending unprotected people on the move (C2)
- Defending people from violence by states and armed groups (C3)
- Protecting people's right to identity and their right to dissent (C4)
- Growing the global human rights movement (P1)
- Being a partner of choice (P2)
- Responding to emerging challenges & opportunities (E3)

PrepCom Advice: PrepCom wonders whether this is the appropriate setting for these decisions. A Decision on studies will be made in Working Party 2. Working Party 1 will allocate time for discussion on this matter if supported by the working party participants.

The International Council Meeting

DECIDES that the International Executive Committee shall undertake a comprehensive review of the human rights issues related to prostitution and state responses to prostitution.

Explanatory note

At the start of the Stop Violence Against Women campaign, Amnesty International set out its position on prostitution in a statement (ACT 77/033/2004). Whilst the statement recognizes that where prostitution is illegal this can increase the vulnerability of women and girls to abuse, it explicitly states that Amnesty International takes no position on legal strategies in response to prostitution (such as legalization, criminalization, decriminalization or regulation).

Amnesty International's Stop Violence Against Women campaign and its work on people trafficking (in particular trafficking for the purposes of sexual exploitation) has also brought the organization closer to debates "voluntary" prostitution. AIUK's experience has been that the organization is increasingly requested to comment on initiatives such as the Swedish approach of penalizing clients or to enter other debates on the issue.

Debates around prostitution and state responses are significant and frequently polarized within feminist discourse and amongst organizations focusing on the rights of women. Additionally, the adoption of a resolution by the Council of Europe's Parliamentary Assembly (Resolution 1579 (2207)) indicates a possibility of increased debate in inter-governmental organizations concerned with human rights.

The purpose of the review would be to provide an operational resource for staff and activists who encounter debates but more particularly to provide an assessment on whether any changes of policy are necessary and desirable. Such a decision should be based on whether such changes would strategically enhance AI's ability to speak out on (for example) gender rights, sexual autonomy and poverty.

In tabling this resolution, AIUK has tried to avoid using words that suggest policy change is an inevitable outcome of any study. However we do feel a comprehensive review is merited given experiences arising from the Stop Violence Against Women campaign, work on refugees and migration, policy shifts relating to sexual and reproductive rights and possible future issues arising from the 'Dignity' campaign, as well as in the light of developments in the external world.



10 USA COMMITMENT TO LONG-TERM WORK ON BEHALF OF PRISONERS OF CONSCIENCE

RELEVANT ISP GOALS

- Empowering people living in poverty (C1)
- Defending unprotected people on the move (C2)
- Defending people from violence by states and armed groups (C3)
- Protecting people's right to identity and their right to dissent (C4)

PrepCom Advice: The content of the resolution is mostly operational, PrepCom encourages the working party to discuss the resolution in this light. Text other than "Reaffirms" paragraphs moved to Explanatory note. Reaffirms changed to a decides paragraph.

The International Council Meeting

DECIDES to increase the number of cases available for membership action via the Individuals Portfolio, and by establishing measurable goals for long-term casework, reporting regularly on the progress in meeting these goals, and creating a mechanism for constructive response to feedback on IS decisions concerning individual long-term case work.

Explanatory note

Amnesty International aids individual victims at risk based on their unique human rights as defined in the Universal Declaration of Human Rights and subsequent international human rights covenants and treaties.

Prisoner of Conscience work is central to Amnesty International and should be expressed in the new Integrated Strategic Plan and all subsequent operational plans.

The movement should commit, through its cooperation with the International Secretariat and the International Executive Committee, to individual long-term casework.

This resolution calls for more and specific commitments, as well as a maintenance of the key role of the Prisoner of Conscience in the work of Amnesty International. As AI has broadened its scope, the manner in which AI takes up work has changed. In the shift to more campaign-oriented, thematic work, concerns have grown that AI might lose its focus from work on behalf of individuals. For example, ICM 2003 Decision 8 states that AI would "include Individuals at Risk as a cross-cutting issue in the ISP". Additionally, ICM 2003 Decision 11 further charged the International Executive Committee (IEC) to ensure that methods are developed to ensure that long-term work on individual cases is done effectively and in accordance with the "strategic priorities." Goal 3 of the final 2004-2010 ISP states that AI will work to free Prisoners of Conscience (POCs). In addition, AI Sweden brought a resolution to the 2005 ICM calling for more work on POCs.

This resolution is concerned with the long-term work on individuals, especially POCs, which is now coordinated through a database, the Individuals Portfolio. One outcome of the 2008 IS review of all open Action Files was that the IS will no longer produce an action form called "Action File." Instead, cases for which the IS research teams seek membership action will be added to the Individuals Portfolio, and AI sections will be able to engage in work on virtually any and all cases contained in the Portfolio, depending on their capacity to do so. The Portfolio is intended to contain a limited number of cases for supported, long-term work that is emblematic of AI's human rights concerns. The number of cases in the Portfolio is tied to capacity for sustaining work and research. Decision-making authority for which cases are included in the Portfolio has rested with the IS, and no clear appeal mechanism has been established by which AI sections might question the inclusion or exclusion of a given case.



AI has grown as an organization, yet, in comparison to the number of cases worked on in the past, it works on few Individuals at Risk (IAR), especially POC, cases now. In 1985, for example, the IS created 2,257 case sheets. By 1991, there were 975. After the shift to Action Files for long-term casework in 1991, Action File production decreased each year from 860 newly created Action Files in 1993 to 451 in 1996, 73 in 2001 and eleven in 2004. Action Files on behalf of POCs were not to be closed until resolved. As of December 2008 the Portfolio contained approximately 138 cases, representing approximately 200 individuals. Cases will continue to be reviewed and can be moved in and out of the Portfolio. Those in the Portfolio are assigned one of four levels: draft, active, dormant, and closed.

Active cases are those for which AI will direct resources for campaigning and research. The Secretary General has verbally committed the IS to increasing the number of cases available for action in the Individuals Portfolio to 500.

With the move to the Individuals at Risk Portfolio for long-term casework, more cases have been closed, including those of living POCs. For AI to keep only a few POCs or other IAR cases in a country and drop others could damage our reputation because, instead of appearing to help individuals, it could appear that individual cases only matter for their symbolic value for the broader campaign. The devaluation of POC work could be devastating to the membership and fundraising of AI because, without a strong commitment to individual POCs, many members may choose to leave AI and also could damage AI's reputation around the world and even impede fundraising if it is perceived that we are abandoning cases to which we were already doing long-term work and showing our commitment.



11 IEC IMPLEMENTING “ONE AMNESTY” – PRIORITY-SETTING AND ACCOUNTABILITY

RELEVANT ISP GOALS

- Promoting active participation by members and supporters (E1)
- Linking the global and the local (E2)
- Responding to emerging challenges and opportunities (E3)
- Investing in volunteers, staff, leadership & systems (L1)
- Governing effectively (L2)
- Making diversity and gender mainstreaming a reality (L3)
- Distributing our resources strategically (R3)

PrepCom Advice: “Recognizing” is changed to “Decides.”

The International Council Meeting

DECIDES that:

- the Integrated Strategic Plan provides a strategy map which can only be implemented on the basis of agreed movement-wide priorities;
- that the implementation of previous ISPs has been hampered by a lack of movement-wide commitment to agreed priorities; by a lack of tools for collecting information on AI’s activities and impact; and by a lack of accountability and reporting mechanisms for all AI entities;
- that the lessons of the “Amnesty International Operations Review” and the experience of the “Globalize Justice!” ISP are that AI needs more strongly integrated international operations to maximize its impact, and that more joint operational planning by sections/structures and the IS should take place;
- that the changes to AI’s financial, governance, and democratic systems all depend on the development of a strong set of agreed international priorities (and associated allocations of resources), and the creation of accountability mechanisms;
- developing a global “mindset” amongst its leadership and decision-makers will enable AI to use its resources most effectively and efficiently across the entire movement;

INSTRUCTS the IEC to continue the development of a priority-setting, budgeting, accountability and decision-making framework that will enable effective delivery of the ISP, as requested in 2007 ICM Decisions P1 and P2;

INSTRUCTS section and structure boards to create and implement national plans which support the ISP priorities, and to report on these plans in a timely manner to the international movement.

Explanatory note

Considerable work has already been carried out to outline a new priority-setting, budgeting and decision-making framework for AI, as reported through the AI Operations Review, the “Assessment to Distribution” circular (ORG 50 001 2009), and the IEC integration paper (ORG 50 004 2009).



WORKING PARTY 3

OUR PEOPLE

WORKING LANGUAGE: SPANISH
CHAIR: GUADALUPE RIVAS



12 AUSTRALIA NOMINATIONS AND ELECTIONS COMMITTEE – STATUTE AMENDMENT

RELEVANT ISP GOALS

- Governing effectively (L2)
- Making diversity and gender mainstreaming a reality (L3)

PrepCom Advice: We are not able to accommodate an election this year. This is ruled out. PrepCom suggests talking to the IEC about similarities with their proposal on strengthening AI's democracy and governance.

The International Council Meeting

ESTABLISHES a Nomination and Elections Committee for Amnesty International for the purposes of assisting Amnesty International in the identification, selection and election of people for election and appointment to various positions,

DECIDES that the responsibilities of the Nominations and Elections Committee will include providing advice and assistance to sections and structures on the implementation of decisions of the International Council relating to the election of representatives to meetings of the International Council,

FURTHER DECIDES that the position of International Treasurer requires expertise in financial governance, financial management and financial control,

FURTHER DECIDES that the International Executive Committee requires in its membership skills and expertise in human rights protection and human rights activism, strategic planning, communications, financial management and control, human resources and law.

AMENDS the Statute of Amnesty International as set out in Schedule 1,

AMENDS the Standing Orders for the International Council as set out in Schedule 2,

AGREES that elections for the initial Nomination and Elections Committee should be conducted at this ICM,

FURTHER AMENDS the Statute of Amnesty International as set out in Schedule 3 with effect from the close of the 2011 ICM.

Schedule 1

1. After Article 26, insert: "The Nominations and Elections Committee may exclude the nomination of a person for election as International Treasurer on the grounds that the candidate does not have expertise in financial governance, financial management and financial control unless the person has previously been elected to the position of International Treasurer."

2. After Article 28, insert:

"The Nominations and Elections Committee, after consultation with the International Executive Council, must determine areas of skill and expertise required by members of the International Executive Committee and must at least six months before each meeting of the International Council publish those areas together with any such areas of skill and expertise decided by the International Council. The deadline for nominations is fixed by the Standing Orders of the International Council. The Nominations and Elections Committee may advise the International Council of the degree to which a candidate for election has skills and expertise published by the Committee."



3. In Article 33 (formerly Article 32) for the expression “it may co-opt a further member to fill the vacancy” substitute the expression “the Committee, after consultation with the Nominations and Elections Committee, may appoint a member to fill the vacancy”.
4. Delete the current Article 33.
5. Following Article 42 insert:

“NOMINATIONS AND ELECTIONS COMMITTEE

43. There is a Nominations and Elections Committee responsible to the International Council.
44. The Nominations and Elections Committee has five members: two members elected by the International Council, two members elected by sections and structures and one member appointed by the International Executive Committee. Each member elected by the International Council shall continue as a member of the Nominations and Elections Committee for four years, except that one of the two members elected in 2009 (as determined by the election officer) will continue as a member for two years. The election officer for the last preceding meeting of the International Council shall be the election officer for members elected by sections and structures. An election will be conducted and concluded within eight months from the conclusion of a meeting of the International Council. In an election for members elected by sections and structures, each section and structure will have one vote exercised by the Chair on behalf of the section or structure. A member elected by sections and structures shall continue as a member of the Nominations and Elections Committee for four years, except that one of the two members elected following the 2009 meeting of the International Council (as determined by the election officer) will continue as a member for two years. The member of the Nominations and Elections Committee appointed by the International Executive Committee must be a current or former member of the International Executive Committee and is appointed for two years. The maximum tenure of a member of the Nominations and Elections Committee is eight years.
45. A vacancy on the Nominations and Elections Committee (other than a vacancy in the position appointed by the International Executive Committee) will be filled in the same manner as for election by sections and structures. The member so elected continues as a member until the next meeting of the International Council or the next election by sections and structures (according to the nature of the vacancy) and is eligible for re-election.
46. During their membership of the Nominations and Elections Committee and for two years thereafter, a member of the Nominations and Elections Committee is ineligible to be elected, appointed or co-opted to any position or to membership of any body established by the Statute or by the Standing Orders of the International Council, or in relation to which the Committee has any role or responsibility under a decision of the International Council and (except in the case of a current member of the International Executive Committee) is ineligible to continue to hold such a position or to be a member of such a body.
47. The Nominations and Elections Committee has the functions and responsibilities given to it by the Statute, the Standing Orders of the International Council and decisions of the International Council.
48. The Nominations and Elections Committee shall choose a Chair from amongst its members. A quorum of the Committee is three. Except as otherwise determined by the International Council, the Committee may organize its affairs as it sees fit.”

6. Renumber all Articles in sequence.

Schedule 2

1. In Standing Order 10.2, after the expression “the Financial Control Committee” insert “and the Nominations and Elections Committee”.
2. In Standing Order 10.10, after the expression “members of the International Executive Committee” insert “members of the Nominations and Elections Committee”.
3. In Standing Order 11.1, after “the Membership Appeals Committee,” insert “two members of the Nominations and Elections Committee,”
4. With effect from the close of the 2009 ICM, in Standing Order 11.2, for the expression “24 hours” substitute “two months”.

Schedule 3

In Article 43:

- (a) delete the expression “, except that one of the two members elected in 2009 (as determined by the election officer) will continue as a member for two years”.
- (b) delete the expression “, except that one of the two members elected following the 2009 meeting of the International Council (as determined by the election officer) will continue as a member for two years”.



Explanatory note

Amnesty International is distinctive for the important role it gives to elected volunteer leaders. If it is to be credible and effective, we need better ways to ensure that the leaders (individually and collectively) have the right competencies and qualities.

This resolution establishes a Nominations and Elections Committee (N&EC) with two roles: (1) to support AI in identifying, selecting and electing the people to the IEC and other international roles; and (2) to identify representatives of people whose rights are threatened and AI's activist partners to attend the ICM (see Resolution AIA 1).

With regard to the IEC, it would be the work of the N&EC to:

Identify the mix of skills that are needed across the IEC (in consultation). As a starting point AI Australia has proposed a list of skills that should be held amongst the membership of the IEC (see resolution). This list builds on the work of the ICSD, and we welcome further discussion about these at the ICM;

Establish a more open and transparent election process designed to support a mix of skilled candidates being available for election to the IEC. The process will include:

- the N&EC publishing the areas of expertise six months prior to the ICM which will elect members of the IEC; requiring candidates for the IEC to nominate two months prior to the ICM. This will create a better opportunity to assess candidates than currently;
- allowing the N&EC to comment on the degree to which candidates hold expertise in the areas identified. This will be additional information available to representatives at the ICM; and
- allowing the N&EC to exclude a person from standing for the position of Treasurer if they do not have expertise in financial governance, financial management and financial control. This is because of the very complex nature of this particular position on the IEC and its importance to our movement's future.

Election of the IEC would still be done by representatives of sections and structures at the ICM.

This resolution does not propose that every member on the IEC holds expertise in one or all of the areas identified. Nor does it prevent people who do not hold expertise in any area from being elected to the IEC (except the Treasurer). The resolution is designed to ensure that the ICM has better information about the skills and expertise of candidates when electing IEC members.

There would be five people on the N&EC elected by the ICM (two people), sections and structures (two people), and the IEC (one person). This ensures that a diverse group of people who understand the leadership requirements within Amnesty International will choose the N&EC.

A member of the N&EC will not be eligible to stand for a position for which the Committee is in any way responsible while they are on the Committee or for two years after leaving it. This means that potential conflicts of interest will be substantially avoided.



13 AUSTRALIA THE INTERNATIONAL COUNCIL ELECTIONS OF REPRESENTATIVES AND COMPOSITION

RELEVANT ISP GOALS

- Growing the global human rights movement (P1)
- Being a partner of choice (P2)
- Governing effectively (L2)
- Making diversity and gender mainstreaming a reality (L3)
- Building new constituencies & renewing membership (R1)

PrepCom Advice: PrepCom recommends a discussion with the IEC in order to find other ways to present their concerns to the ICM.

Text other than “Decides” paragraphs moved to Explanatory note.

The International Council Meeting

DECIDES that to strengthen Amnesty International’s internal democracy, representatives attending the International Council should be chosen by the membership of the section or structure they represent, either by direct election by the membership or by a General Meeting of the section or structure,
DECIDES that it is a function of the Nominations and Elections Committee to determine whether representatives of a section or structure to a meeting of the International Council have been elected in accordance with Article 17 of the Statute of Amnesty International,
DECIDES that to increase Amnesty International’s human rights impact, people whose rights are threatened, who are human rights activists, or who are activist partners of Amnesty International, but who are not substantially involved in the leadership of Amnesty International, shall be invited to participate in the International Council’s debates.
FURTHER DECIDES that the Nominations and Elections Committee should consider a person to be substantially involved in the leadership of Amnesty International if (in addition to any other role the Nominations and Elections Committee considers to be covered) the person is a member of the Board, or of a sub-committee of a Board, of a section or structure, is the leader of an activist group or network, or is a member of staff,
AMENDS the Statute of Amnesty International as set out in Schedule 1,
AMENDS the Standing Orders for the International Council as set out in Schedule 2.

Schedule 1

1. In Article 17, after the second table, insert:
“A section or structure must appoint its representatives to the International Council by an election in which all the individual members recognized and registered by the section or structure are eligible to vote or by a decision of a general meeting of the section or structure. Representatives not elected by individual members or a decision of a general meeting are entitled to attend a meeting of the International Council but not to vote.”
2. Renumber the text in Article 17, commencing with the words, “Only sections having paid in full their annual fee” as Article 18.
3. Following Article 18 (as renumbered), insert:
“19. The Nominations and Election Committee shall select and invite to each meeting of the International Council as non-voting participants people who are not substantially involved in the leadership of Amnesty International and whose human rights are threatened, who are human rights activists, or who are representatives of activist partners of Amnesty International. The number of people so chosen shall be 10% of the number of voting representatives eligible to attend that meeting of the International Council.”

Re-number existing paragraphs 18 and onwards accordingly.

Schedule 2

5. In Standing Order 10.2, after the expression “the Financial Control Committee” insert “and people falling under Article 19 of the Statute”.



Explanatory note

This resolution affirms the importance of the International Council to Amnesty International's human rights impact and to its internal democracy and RECOGNIZES AND AFFIRMS that many representatives of Amnesty International sections and structures at each meeting of the International Council are themselves people whose rights are threatened and are human rights activists directly and actively involved in upholding and defending human rights.

ICM representatives chosen by section/structure membership

The ICM has ultimate responsibility for the affairs of Amnesty International. A vital part of Amnesty International's democracy should be an International Council that is chosen by the members of Amnesty International and that is accountable to those members. Currently, membership involvement in the choice of representatives to the International Council varies across sections and structures.

AI Australia is proposing that section and structure representatives at the ICM should be chosen either by direct election by their membership or at their General Meeting. This change:
will involve more members in our democracy, and reflect the responsibility all members have for the future of our movement;
recognizes the different circumstances in sections and structures by allowing them to choose to use their existing Annual General Meeting to elect representatives where direct election is not suitable; and
is consistent with longer term directions that are being discussed through the work of the International Committee for Strengthening Democracy.

Involvement of people whose rights are threatened, who are human rights activists, or who represent activist partners of Amnesty International

Decision 2 of the 2007 ICM called for greater involvement of rights holders in Amnesty International's decision making. In its second consultation pack the ICSD also said "[i]f those we want to serve are adequately involved in our decision-making, this will lead to a number of important improvements in the quality of the process and its outcomes: strategy and policy discussions would have more grounding in the concrete challenges we want to address; there would be a higher probability that decisions are relevant to, and have a positive effect on, the people we want to serve; the legitimacy of our decisions and subsequent political action would be more obvious and easier to defend."

AI Australia endorses this analysis, and believes that a sensible first step is to incorporate people with whom and for whom we work into our ICM. At this stage, we propose that they have the ability to attend and speak in debates. In the medium term it may be right to give these people a vote, but there are too many unanswered questions to go that far at this time.

We recognize that many members of Amnesty International sections and structures at each ICM are themselves people whose rights are threatened and are human rights activists directly involved in defending human rights. If the ICM is to have fresh, different perspectives and voices, we believe that those present specifically as activists and activist partners should not already be substantially involved in the leadership of Amnesty International, while leaving the precise meaning of that principle to the judgment of the Nominations and Elections Committee.

Given that these attendees would not have a vote at the ICM, it is appropriate that the independent Nominations and Elections Committee should select them (see AIA resolution 2). This should be done in close consultation with sections and structures.



14 AUSTRALIA STRENGTHENING DEMOCRACY TO SUPPORT THE 2010-2016 ISP

RELEVANT ISP GOALS

- Growing the global human rights movement (P1)
- Being a partner of choice (P2)
- Making diversity and gender mainstreaming a reality (L3)
- Building new constituencies & renewing membership (R1)

PrepCom Advice: PrepCom recommends a discussion with the IEC in order to see if they agree to withdraw this resolution.

Text other than "Directs" paragraphs moved to Explanatory note.

The International Council Meeting

DIRECTS the IEC to bring to the 2011 International Council all necessary amendments to the Statute of Amnesty International to implement Decision 2 of the 2007 ICM, including to:

1. Create a global governance body to support global strategies and alignment of action and resources. As part of this work, the IEC should include consideration of having all representatives to the International Council elected directly by Amnesty International's worldwide membership rather than members electing their section or structure's representatives only.
2. Increase the possibilities for real participation in global discussion and consultation for many more members and activists, but also partners, people whose rights are threatened, and external experts in AI discussions. As part of this work, the IEC should include consideration of establishing a Global Forum as a platform for discussion and consultation with and between these members and others, as well as with Amnesty International decision makers. Issues such as language and access to IT would need to be considered in this work.
3. Strengthen the involvement in decisions of those for whom, and with whom, Amnesty International works. As part of this work, the IEC should include consideration of having a substantial share of the representatives elected to the International Council being people whose rights are threatened, who are human rights activists, or who are activist partners of Amnesty International, but who are not otherwise substantially involved in Amnesty International's leadership.
4. Increase the effectiveness of the International Council in its core strategy and accountability functions. As part of this work the IEC should include consideration of increasing the frequency of International Council meetings (to annual) while reducing its size, and whether there should be a role for the Nominations and Elections Committee in identifying potential candidates for the International Council from within or from outside Amnesty International's membership, and/or commenting on their skills and qualifications. There is likely to be a continued role for activist/campaign planning or social capital building meetings if the number of people holding votes at the International Council is reduced.
5. Increase the effectiveness of the IEC through clearer roles, better support, and additional skills. As part of this work, the IEC should include consideration of expanding the skills requirements for some positions on the IEC (beyond the skills explicitly required of the Treasurer) and/or regularly co-opting members to the IEC to ensure the IEC has an appropriate mix of skills and experience (including a deep knowledge and connection to AI and an understanding of our members and partners).
6. Strengthen the voice of individual members within sections and structures. As part of this work, the IEC should include consideration of requiring sections and structures to have their Board or their Annual General Meeting directly elected by the members of the section or structure.

Explanatory note

This resolution affirms Decision 2 of the 2007 ICM which decided that Amnesty International would have in place during the 2010-2016 Integrated Strategic Plan decision-making and governance structures that:

- develop clear strategic and operational global strategies;
- align strategic priorities, competencies and resources;
- strengthen monitoring and evaluation;
- build on a foundation of dynamic and effective democracy; and
- strengthen voices of right holders.

This resolution notes the work undertaken to date identifying the priorities for improvement, the consultation papers of the ICSD/IEC, and that some sections, structures and individual members have provided feedback through these consultations.

In Decision 2, the 2007 ICM “recognize[d] the urgency of reviewing Amnesty International’s internal decision-making and governance structures in order to strengthen its positive human rights impact.”

In 2009, improving our democracy and governance remains critical to delivering on the promise of AI in the 21st century: to focus and grow the energy of AI’s membership for maximum impact, and to keep faith with those for and with whom we work and to advance their rights in partnership. A strong democracy is also an inherent foundation of our movement. Fortunately, improving our democracy and governance is also one of the few aspects of AI’s work that is largely within our control. We are able to change it, if we have enough commitment and well designed proposals. We can also be held accountable if our credibility and impact suffer through our refusal to change. The purpose of this resolution is to ensure that the important work on strengthening our democracy continues.

Decision 2 of the 2007 ICM set out what the movement wanted to change. At the 2009 ICM AI Australia wants this resolution to give the IEC clearer guidance about how to achieve that change. The six points of our resolution, which set out specific ideas to improve AI’s decision making structures, have emerged from the careful thinking and consultation by the ICSD. Without more consultation it is too early to say they are necessarily the best solutions, but from the work that has been undertaken to date they have emerged as warranting detailed consideration. We have to move from statements of broad principle and aspiration to agreeing on some clear directions for change. This resolution is intended to give the ICM the opportunity to debate and agree on those directions, making it more likely that a significant reform package can be brought to the 2011 ICM.

Additional background to the six key points set out in the resolution can be found in the ICSD’s consultation pack two and the response of AI Australia available from the ICSD intranet. While AI Australia has identified areas warranting further consideration (see points 1 to 6 in the resolution), we welcome other considered suggestions to enhance and strengthen our democratic processes and look forward to further discussions on these issues.



15 FRANCE STRENGTHENING OF INTERNATIONAL GOVERNANCE: CHAIRS AND TREASURERS FORUM

RELEVANT ISP GOALS

- Investing in volunteers, staff, leadership & systems (L1)
- Governing effectively (L2)
- Making diversity and gender mainstreaming a reality (L3)

PrepCom Advice: PrepCom will follow the discussion with the IEC on this matter, expecting a merge with the IEC proposals.

Text other than “Asks” and “Decides” paragraphs moved to Explanatory note.

The International Council Meeting

ASKS the IEC to reinforce the authority of the Chairs’ Forum notably by guaranteeing that all the means and resources which are necessary to the fulfillment of its terms of reference are available to it;

DECIDES to establish a Treasurers’ Forum, as a complement to the Chairs’ Forum, in order to strengthen democracy and transparency as regards the financial policy within the organization.

Explanatory note

This resolution reasserts its attachment to a system of internal democratic governance in the movement and stresses the unique positioning of the Chairs’ Forum within this system, and especially within the context of the *One Amnesty* project. The existence of the Chairs’ Forum is in no way incompatible with a potential yearly ICM, and on the contrary, it constitutes a factor to reinforce democracy within the organization. The existence of the Chairs’ Forum cannot be questioned before the evaluation planned by Decision 24 of the 2005 ICM has been carried out.

The Chairs’ Forum was established by Decision 20 of the 2001 ICM and its terms of reference were detailed by Decision 30 of the 2003 ICM and Decision 24 of the 2005 ICM.

In consultation pack N°2, the ICSD suggests doing away with this Forum: the reasons for it are the establishment of a Global Forum and a yearly ICM. In your views, none of these reforms would keep all the terms of references, both necessary and useful, fulfilled by the Chairs’ Forum.

Indeed, the Forum plays a major role to guarantee democracy within the organization and to contribute to decision making between two ICMs in its advisory role to the IEC. It has shown its relevance, for instance in the case of sexual and reproductive rights (a decision on principle was reached during a physical meeting) and in the case of use of force (calling for a ceasefire in the Lebanon, decision made by mail). Furthermore, in a situation of international instability calling for rapid reaction, this role appears all the more necessary as its democratic legitimacy cannot be disputed.

This body has not yet reached its full potential and it would be particularly unwelcome to question its existence whereas no in-depth and impartial review of its operation has been carried out, though it was planned in Decision 24 of the 2005 ICM.

The Chairs’ Forum offers the following advantages:

- It enjoys a democratic legitimacy as its members are elected;
- It is a place for capacity building, direct exchanges and where people can think over leadership
- it enables to advance out thinking on controversial issues, even to bring some sections/structures to change their views , as was the case for the SRR,
- It plays a meeting point between the national level and the international bodies of our organization.
-

A renewed yearly ICM would make the Chairs’ Forum all the more necessary as:



- An ICM with a smaller number of participants and a stronger presence of beneficiaries and partners would significantly reduce the power and the authority of the Chairs within the organization,
- An ICM more focused on decision-making and accountability would not allow for the exchange of experiences and the discussions which are necessary to build up a quality international leadership.

In the same way, reducing the Chairs' Forum to a Global Forum, mostly through electronic communications would put the Directors of small sections/structures at a disadvantage as they would be deprived of these global physical meetings where exchanges and face to face meetings are so important and federative. And all this at a time when the *One Amnesty* project calls for a strengthening of the role of the leadership at the sections/structures level, and certainly not for a weakening of that role.

Besides, the organization would greatly benefit by the establishment, alongside the Chairs' Forum, of a **Treasurers' Forum**, in charge of the international financial strategy issues. Just like the Chairs' Forum, the Treasurers' Forum would exist as a permanent body for joint consultation and advice to the IEC. Currently there is only a yearly international financial meeting, which is assembled only when called by the IEC. Moreover this international financial meeting is also attended by financial directors, fundraising officers, etc... besides the treasurers. Finally its duties are not clearly defined. On the contrary, a treasurers' Forum would be all the more efficient as it would have to deal with the financial policy issues. *Mutatis mutandis*, the establishment of a Treasurers' Forum would offer the same advantages as the Chairs' Forum, advantages which have been stated here above.



16 GERMANY STRENGTHENING AMNESTY INTERNATIONAL'S DEMOCRACY BY EXPANDING THE ROLE OF THE CHAIRS' FORUM

RELEVANT ISP GOALS

- Investing in volunteers, staff, leadership & systems (L1)
- Governing effectively (L2)
- Making diversity and gender mainstreaming a reality (L3)

PrepCom Advice: PrepCom recommends a discussion with the IEC about its proposals on governance and democracy, to look for a possible merge. Text other than "Instructs" and "Requests" paragraphs moved to Explanatory note.

The International Council Meeting

INSTRUCTS the IEC, together with the Chairs' Forum Steering Committee, to develop methods for strengthening the Chairs' Forum through (i) clearer definition of chairs' responsibility for ensuring the delivery of strategic priorities and (ii) enhancement of the Chairs' Forum's decision-making powers and accountability.

INVITES the IEC to explore, as it has done in previous years, 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

AND REQUESTS the review of the Chairs' Forum's role (as foreseen by the 2005 ICM) to be carried out in order to assess the contribution made by the Chairs' Forum to the movement before any changes to the decision-making processes and structures are made.

Explanatory note

With reference to previous decisions on the role of the Chairs' Forum, especially decisions 30 (2003) and 24 (2005), where activists' ownership of their organization is one of the key drivers of Amnesty International's success, and, therefore, the organization's efficiency: Activists must not only have a say, but also make the final decision on what *their* organization is doing.

The IEC has failed to seriously consider the possibility of delegating decision-making authority to the Chairs' Forum between International Council Meetings on specific issues, and to evaluate the role and development of the Chairs' Forum for the period between 2005-2007, as instructed by ICM decision 24 (2005).

As some current and past chairs recently and rightly said in a statement commenting on the ICSD proposals, "the Chairs' Forum contributes uniquely to AI's governance because it is composed of Chairs – democratically-elected individuals located in a critical position between their own Section/structure and the broader movement. Thus the Chairs' Forum provides a site of merged Section/structure-level grounding with global level understanding of the movement. The forum is one where the realities of human rights activism in countries around the world are brought to bear on the policy and governance decisions taken by our movement. It is also a place where global and national governance standards are explored and brought into alignments, where global and local activism strategies are synchronized (and could be to an even greater extent). This is the forum where meaningful, practical collaboration can be fostered, and capacity-building to enable successful delivery of these programs can be assured. Perhaps most importantly, however, it provides a basis for discussions and decisions on how to get from global strategies to local, national, regional and international implementation – a tactical governance level that requires coordination and convergence."

Unfortunately, the potential of the Chairs' Forum to contribute to the development of One Amnesty has never been systematically explored. Instead, there is currently discussion on changing dramatically the decision-making structures and principles of the organization. In our opinion, it should be the other way round: first, we need a thorough review of the Chairs' Forum's role in the movement, and only then can decisions on any necessary changes in our democratic processes be made.



17 NETHERLANDS IMPACT ASSESSMENT ACTIVISM

RELEVANT ISP GOALS

- Promoting active participation by members & supporters (E1)

PrepCom Advice: This resolution will be discussed in Working Party 3. This will be dealt with, although a programme has already been planned as part of the ISP process.

The International Council Meeting

CONSIDERING that the different types of activism AI promotes and supports need to be measurably effective and efficient in realising 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.

Explanatory note

Since the 2005 ICM the movement has reflected upon its activism in terms of its nature, scope, and appeal to our audiences. This reflection took part within the project Amnesty=Activism which was presented as a global review of our activism. As an outcome of the project, sections and structures have started exploring and experimenting with new forms of activism techniques. However, no detailed research has been done into the effect and impact of our (different forms of) activism, although it was recognized that our activism could be strengthened by a systematic assessment of its human rights impact at all levels.

As an activist-based organization, activism is key to our achievement of the ISP goals. Since 2007 we have made a shift from adoption to agency, and especially within the next ISP to the empowerment of rights-holders and to a more solutions and impact oriented approach in our work. Furthermore, we have embarked on 'working on our own country', invested in international solidarity (One Amnesty), within our work on economic, social and cultural rights we will endeavour to work more closely with partner organizations, and we need to grow in countries in the global South, including the BRIC countries. All these (new) developments and organizational changes will have far-reaching implications for our activism and we feel there is an urgent need to determine the impact of the numerous forms of activism at our disposal, and evaluate beyond how to grow or organize our activism.

This proposed impact assessment is of fundamental importance to our future, as activism is such an integral part of our identity. It would allow us to start determining the costs, output and impact of our activism in campaigns and crisis response situations, and make recommendations for more evidence based activism, appropriate engagement strategies and campaign system design. We suggest to start practically by examining best practices of activism in 3 to 6 sections, including sections in the South. This assessment of best practices can help us define:

Criteria for impact oriented activism: How, when and where can we effectively deploy our activism as a strategic tool to strengthen awareness-raising, mobilization, advocacy and media work? What determines whether various types of stakeholders are influenced positively by activism?

Key performance indicators for our activism: how do we measure short term impact and longer term effects?

Efficiency measures/cost-benefit strategic analyses for our activism, so that we are accountable for the investment of resources (people and money).



18 SWEDEN RESOLUTION REGARDING THE REMUNERATING OF THE IEC

RELEVANT ISP GOALS

- Growing the global human rights movement (P1)
- Governing effectively (L2)
- Making diversity and gender mainstreaming a reality (L3)

PrepCom Advice: This resolution will be discussed in Working Party 3.

The International Council Meeting

INSTRUCTS the International Executive Committee to commission a study into the question of remunerating the IEC and submit a proposal on the issue to the International Council Meeting of 2011.

Explanatory note

At every International Council Meeting the International Executive Committee is elected and tasked with providing leadership for the movement and serving as the voice of the membership until the next ICM. During this period the IEC is responsible for, among other things, the global strategic direction and development of Amnesty International which includes implementing the International Strategic Plan, ensuring sound financial management as well as prioritizing and monitoring the work of the International Secretariat.

While the organization has grown and become increasingly professional, the decision-making structures have not changed in order to cope with the challenges posed by this growth. This means that the already large amount of work required of the IEC has become even larger. However, despite the crucial importance and the demanding nature of the work carried out by the IEC, it is presently done without remuneration and the members of the committee are therefore expected to perform these duties in their leisure hours. It is our belief that remunerating the IEC would better reflect the demands currently placed on the committee as well as alleviating some of its workload.

Remuneration would also mean that persons, who may consider to stand as candidates but do not do so because of time constraints or financial ones, may be able to stand for election in the future. The current situation may hamper further efforts to increase diversity at the highest leadership levels of the movement. Such a widening of the possible recruitment base for the IEC could encourage persons from all backgrounds and from all sections to stand and therefore increase the choice available to sections. This would not only strengthen the democratic process but could also increase the diversity of the IEC, which is an integral aim of the One Amnesty process. If we strive towards becoming a truly global and diverse movement, this has to be reflected in our highest leadership body.

Criticism may be directed towards the potential costs involved. This will of course have to be considered by those tasked with studying the matter. However, considering the size of the international budget, possible remuneration of the IEC should not be dismissed out of hand. There are at least two further potential arguments against the remuneration of the IEC. One is that such a system would affect the impartiality of its members. The other is that remuneration would risk creating a two-tiered membership, with a small elite receiving money for work which other active members do voluntarily.

These are fair arguments, however they would appear to depend on how much compensation the IEC members would receive. The amounts involved will be a critical issue for the study to analyze. There is no question in the minds of the resolution's authors of the IEC receiving full salaries. The remuneration would rather go some way towards compensating members for that amount of time which they otherwise would be devoting to their regular jobs. Thus, the amounts in question should not affect the IEC members' judgement, nor should they create any feeling of added status. The compensation is simply a recognition of the workload the rest of the movement places on them.



19 IEC IMPLEMENTING “ONE AMNESTY” – PROPOSALS ON GOVERNANCE AND DEMOCRACY – STATUTE AMENDMENT

RELEVANT ISP GOALS

- Growing the global human rights movement (P1)
- Being a partner of choice (P2)
- Promoting active participation by members & supporters (E1)
- Investing in volunteers, staff, leadership & systems (L1)
- Governing effectively (L2)
- Making diversity and gender mainstreaming a reality (L3)

PrepCom Advice: This resolution will be discussed in Working Party 3.

Text with grey background like this shows statute amendments.

The International Council Meeting

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 competency, mutual trust, 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**:

2. Inclusiveness

- **Consultation:** Consulting relevant external stakeholders before making decisions will be standard and mandatory 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 always 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.

3/4. 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).

5. 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.

6. 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 fulfill the requirements of the Charter.
- **Non-Compliance:** AI entities which do not report as required or whose report shows that they do not fulfill their obligations towards the movement may have to face sanctions as decided upon by the IEC.

7. 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 that the ICM is AI's Global Governance Assembly, and that current participation will be extended to include up to 50 guests selected by the IEC, following advice from all parts of the movement. These guests will comprise both "rightsholders at risk" and external human rights activists.

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 2,500 international members 1 representative

more than 15,000 international members 2 representatives

The system for electing the representatives for international members shall be defined by the International Executive Committee.

DECIDES to amend Article 17 of the AI Statute to read:

17. All sections and structures shall have the right to appoint one representative to the International Council. In

addition, a section may appoint:

more than 250 members 1 representative

more than 2,500 members 2 representatives

more than 15,000 members 3 representatives

more than 40,000 members 4 representatives

more than 80,000 members 5 representatives

or, if a section so chooses:

10 – 49 groups 1 representative

50 – 99 groups 2 representatives

100 – 199 groups 3 representatives

200 – 399 groups 4 representatives

400 groups and over 5 representatives

DECIDES to amend ICM Standing Order 10.6 to read:



In addition to the number of representatives, a section or structure may nominate non-voting participants. The total size of any section delegation is limited to **six** participants. The total size of any structure delegation is limited to 3 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 read:

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 eight regular members of the IEC elected at the 2009 ICM shall draw lots to determine which four of them shall serve for two years and which four shall serve for four 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.

DECIDES that the terms of reference of the Chairs Forum will be amended to reflect this role, and to incorporate the participation of three voting representatives of AI's international membership and 15 non-voting "rightsholders at risk" and external human rights activists.

(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.

(v) Creation of an International Nominations Committee

DECIDES to create an International Nominations Committee (INC), which shall consist of five members who shall be elected by the International Council in the same manner and subject to the same conditions as provided for in Article 28 of the Statute for the IEC. The committee's role is to encourage a wide range of nominations for the IEC and other elected international positions, ensuring that all concerned are aware of the skills, competences needed for these positions, and that the field of nominees is diverse and gender-balanced.

DECIDES that the terms of reference of the International Nominations Committee shall be drafted by the IEC, circulated to the movement, and prepared for approval by the 2010 Chairs Forum

DECIDES that the initial terms of reference of the INC shall include making recommendations to the movement on:

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

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 election 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 behaviors 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.

Explanatory note

This resolution recognizes the need to create a global governance system for AI to implement the Integrated Strategic Plan, and the need to strengthen AI democracy (as required by 2007 ICM Decision P2).

This resolution arises from 2007 ICM resolution P2 which called for a review of AI's decision-making, governance and democracy. It needs to be read in conjunction with the other resolutions from the IEC, with which it forms a package for the implementation of "One Amnesty." Extensive background material is provided in the ICM circular explaining the IEC's proposals on governance and democracy (ORG 50 002 2009) and the final report of the International Committee on Strengthening Democracy (ORG 82 002 2009).



WORKING PARTY 4

OUR RESOURCES

WORKING LANGUAGE: ENGLISH
CHAIR: ANNA SKARBEK



20 FRANCE RESOLUTION ON THE IMPORTANCE OF RESEARCH

RELEVANT ISP GOALS

- Distributing our resources strategically (R3)

PrepCom Advice: Text other than “decides” paragraphs moved to Explanatory note.

The International Council Meeting

DECIDES that at the end of each ISP, an evaluation should be made on the research carried out by the IS and on the strategic coverage;

INSTRUCTS the IEC to ensure that guidelines are drafted so as to validate all research external to AI.

Explanatory note

AI France recognizes that AI's research work will be strengthened if all the bodies that make up the international movement commit themselves to devoting greater human, financial and material resources to research. AI France further recognizes the importance of guaranteeing that AI's research is accurate, impartial, collaborative, action-oriented and respectful of confidentiality (2007 ICM). This resolution is intended to make AI's work more and more efficient.

Decision 19 of the last ICM stresses the importance of research carried out by the sections and structures. However, no evaluation has been made or distributed on research within AI and especially since the shift to strategic coverage. This evaluation should bear, among others, on the necessary balance between country research and thematic research. Before we can consider validating research conducted outside AI, we must have such an evaluation. Moreover, such a validation is not possible without guidelines.

The document POL 40/001/2008 « Guidelines on research and action projects by sections and structures » does not deal with such external research and it is therefore necessary to adopt similar guidelines.



21 FRANCE STRENGTHENING OF FINANCIAL TRANSPARENCY (EXTENDED TERMS OF REFERENCE OF THE ACC)

RELEVANT ISP GOALS

- Investing in volunteers, staff, leadership & systems (L1)
- Governing effectively (L2)
- Increasing our donors & growing our resources (R2)

PrepCom Advice: Text other than “decides” paragraphs moved to Explanatory note.

The International Council Meeting

DECIDES to add to its mandate as defined by Decision 23 of the 2007 ICM an audit function of the bodies constituting Amnesty International and to provide it with the financial and human means which are necessary to fulfill its duties;

DECIDES that the way to recruit its members should remain unchanged according with the rules of impartiality and independence of the organization and the number of its members should be increased to enable it to fulfill its extended terms of reference;

Furthermore DECIDES that the ACC should submit a report on its work to each ICM.

Explanatory note

AI France asserts its attachment to the Accountability and Control Committee (ACC).

In the IEC Bulletin Letter N° 68, the Chair imparts the intention of abolishing the existing ACC, an international committee elected by the ICM to replace it with an IEC Audit Committee. This raises the question of whether it will be necessary to create a new committee which would replace the ACC to fulfill the terms of reference it was entrusted with on top of the Audit Committee or whether it would be simpler to extend the terms of reference of the ACC to include this function, which is also necessary.

Responsibilities of the ACC as defined by Decision 23 of the 2007 ICM

The ACC shall:

1. *Routinely review international accountability, financial control and risk management issues in the movement on a global scale. It should make reports and recommendations on these matters to the IE, AI entities and the movement as a whole;*
2. *Be empowered to recommend to the IEC the changes in resource allocation that may be required as a consequence of a new assessment to distribution system;*
3. *May also perform tasks suggested by the IEC as appropriate;*
4. *Report on the implementation of ICM decisions related to financial control, accountability and risk management ;*
5. *Design and monitor the implementation of the IEC compensation scheme.*

Besides, the resolution adopted at the 2007 ICM recalls that “The ACC is an independent committee”: this specific point was the subject of long and rich debates which cannot be ignored at the time when a new committee is now proposed to the ICM.

In the mandate of the ACC, appended to Decision 23 of the 2007 ICM, it is stated that a review of the terms of reference of the ACC will be presented after its first cycle (i.e. after the 2009 ICM). We are surprised at this decision to abolish this committee even before the review has been published. On what grounds can the IEC decide after only a few months in operation, and even before the Committee has appointed all its members (external experts) that this Committee does not fulfill the role it has been entrusted with and to merely propose its replacement between two ICMs?



22 MEXICO COLLABORATION AND EXCHANGES AMONGST SECTIONS, STRUCTURES AND NATIONAL DEPARTMENTS

RELEVANT ISP GOALS

- Growing the global human rights movement (P1)
- Seeking options & creating collective solutions (P3)
- Promoting active participation by members & supporters (E1)
- Distributing our resources strategically (R3)

PrepCom Advice: Text other than “decides” paragraphs moved to Explanatory note.

The International Council Meeting

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 to incorporate successful examples of partnerships and sharing between sections, structures and national coordinating bodies into the working methods of the international bodies supporting international mobilization

INSTRUCTS the IEC to evaluate and improve current and future models of partnership and sharing between national sections, structures and national coordinating bodies, taking account of the views of sections, structures and national coordinating bodies and ensuring that the results of the evaluation are included in the reports submitted to the IEC by the International Mobilization Trust (IMT) so that the whole membership is aware of them.

Explanatory note

This resolution urges all parts of the international movement to ensure that they work together to establish and strengthen mechanisms and processes that facilitate such partnership and sharing.

The partnership and sharing between sections, structures and national coordinating bodies is one of the main mechanisms for determining and developing issues of relevance for the whole movement such as: development of the Integrated Strategic Plan for 2011-2017, the strengthening of democracy and the shift from an assessment-based system to a distribution system.

The 2004-2010 ISP has been a model from which important lessons have been learned by both large and small sections as well as by structures and national coordinating bodies. During those years we have seen the transformation and growth of small sections while other large sections have sought to grow in terms of impact rather than membership.

It is important for the whole international movement to benefit from this experience when implementing the next ISP for 2011-2017. The knowledge built up over the past few years, if managed properly, can help AI achieve jointly-agreed goals.

We know that some sections, structures and coordinating bodies have undergone lengthy processes of improvement in order to achieve growth and there are several which are only just setting out on the road to growth; it is highly probable that partnerships and sharing with other sections, structures and coordinating bodies would help them to reduce their learning curve and achieve the results they hope for.

There are some sections and structures which have resources and want to form partnerships but do not know how to pass such resources on to the organization, there are other sections, structures and coordinating bodies that need resources and do not know how to obtain them or where to find them and, in both cases, the resources in question are not necessarily or predominantly financial but rather organizational skills and experience, technological know-how, and knowledge and tools to enable them to carry out membership growth programmes, activism campaigns and fundraising.



What this resolution is arguing for is for sections, structures and national coordinating bodies to form partnerships in order to take advantage of the skills built up across the movement over the past few years and make the journey to achieving **One Amnesty** easier for the whole organization. It can be outlined in the following chart:

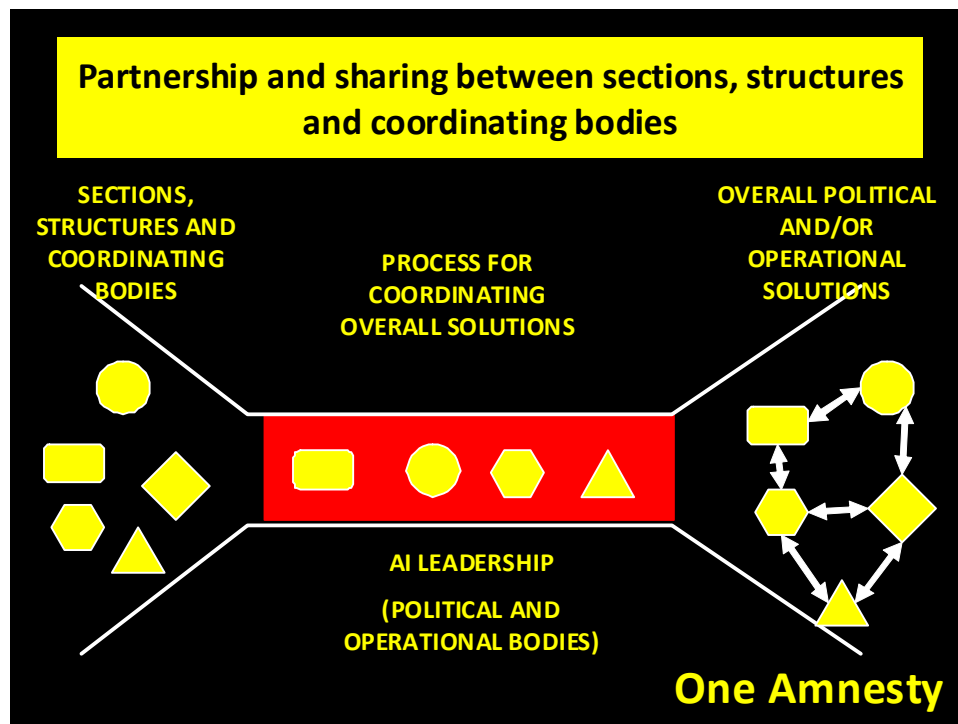


Fig 1. The international movement has sections, structures and coordinating bodies throughout the world, all of which have their own ways of working and operating that are determined by their location; all share the same growth goals in terms of people, resources and impact on human rights. By looking at establishing a process for coordinating solutions on the basis of partnerships and sharing under the direction of its political and operational leaders, it is possible for the international movement to be coordinated without any of the parties losing their own structural and dynamic shape; on the contrary, it will be enhanced.

The forthcoming 2011-2017 ISP poses a challenge for the whole international movement and the management and timely transfer of resources and knowledge will play a crucial role in helping to face it.

The Mexican Section, which is putting forward this proposal, has found that partnership and sharing between sections enriches both parties.

We know that the parameters for establishing partnerships are set through the International Mobilization Trust (IMT) but there is much room for improvement. Furthermore, the sharing and partnership which this resolution is calling on the international movement to adopt goes much further since all bodies would be involved and committed to participating.

This resolution will make it possible to direct efforts at formalizing, encouraging and strengthening partnerships between sections, structures and national coordinating bodies by providing human, material and economic resources by means of a system that is flexible, less bureaucratic, more efficient and accessible to all bodies of the international movement.

Basic documents consulted to back up this resolution:

Circular 27 from the 2005 Morelos ICM, The International Mobilization Trust

DECISION 20 OF THE 2005 ICM. AI'S INTERNATIONAL COMMITMENT TO THE ORGANIZATION'S INTERNATIONAL MOBILIZATION AND GROWTH.

IEC Newsletter No. 57, May 2006. ORG 72/002/2006. IEC57– 11

Assessment of the International Mobilization Trust 2006 Funding Cycle and International Mobilization Trust Evaluation Implementation Plan, AI Index: ORG 30/002/2007

Resolution No. 1 of the 2008 Regional Meeting in Lima.

IMT Guidelines for Movement Partnerships, AI Index: ORG 30/004/2008

23 NETHERLANDS DEVELOPMENT OF A COMPREHENSIVE STRATEGY FOR GROWTH

RELEVANT ISP GOALS

- Growing the global human rights movement (P1)
- Making diversity and gender mainstreaming a reality (L3)
- Building new constituencies & renewing membership (R1)
- Increasing our donors & growing our resources (R2)
- Distributing our resources strategically (R3)

PrepCom Advice: Text other than “decides” paragraphs moved to Explanatory note. PrepCom obtained clarification of the timing of the ‘Further instructs’ request.

The International Council Meeting

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.

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 during Operational Plan 1. The evaluation should cover the period from the adoption of the ICM 2003 decision 24 to invest in growth in the South, and the results of this evaluation should be presented before OP1 commences, in April 2010.

Explanatory note

This resolution is presented considering AI’s objective of growing AI in the global South and strengthening the human rights movement and the limited progress we have made in growing our membership-base and activism support in the South and East.

The 2001 International Council decided to develop new mechanisms and strategies to enhance AI’s growth in the global South and East. AINL notes that notwithstanding the establishment of the International Mobilization Trust (IMT) in 2005 and increased funding for growth purposes, it was recognized in the 2007 State of the Movement Report¹ that AI has been unsuccessful in sufficiently growing its membership-base and activism support in the South and East. AINL expresses its concern that although four growth projects (India, Brazil, Arab and Africa) have been designated, we have not been able to develop comprehensive regional or country specific growth strategies to support our work on growth.

With respect to the next ISP (2010-2016) there two important internal developments that stress the need to deliver a comprehensive growth strategy for growing AI’s impact, activism, and presence, especially in the South:

- In the next ISP emphasis is placed on investing more in AI sections/structures and engaging in partnerships in the South, especially in so-called key countries, strategically relevant countries such as Brazil, China, India, Russia, Mexico and South Africa;
- The process of ‘From assessment to distribution’ (based on ICM 2007 decision 21) which entails a shift from our current (income) assessment system to a new resource distribution system for effective implementation of the ISP. This means more movement resources will be available to support needed activities in the global South.

In light of the above we consider it important to assess the efficiency, effect and relevance of committed resources in order to develop an effective and comprehensive strategy for growth. Such a review should include:

¹ AI Index: ORG 50/025/2007



- The role of all actors within the movement, including the IS (IMT/IMP/IMTGC), applicant sections/structures and section's activities on growth;
- Pro-active and reactive strategic and capacity-building work on growth;
- The indicators for impact, monitoring and evaluation of the growth projects (India, Brazil, Arab and Africa);
- Coordination, transparency and accountability at all levels;
- Feedback from movement contributing and developing sections/structures;
- The experiences and working methods of NGO's that have developed effective growth strategies.

It was decided in 2003 (from development to mobilization/decision 24 ICM 2003) that we needed to invest in growth in the South, a new mechanism (s) for allocation and distribution of resources for growth and mobilization purposes was to be established (IMT was established in 2005) and strategic growth plans to be developed. Therefore the proposed evaluation should cover the period from the adoption of the ICM 2003 resolution. We feel it is desirable and realistic to present the results of this evaluation before OP1 commences, in April 2010.

Information-sharing system:

In 2005 the International Council called on the IEC to create an information point where all the information available in the movement to promote AI development in the global South could be centralized. AINL notes that to date no such system has been established and reiterates the need to set up a designated space on the intranet where all information on growth and mobilization is available and accessible.



24 USA RESOLUTION ON AMNESTY INTERNATIONAL INDEPENDENT OF CORPORATE INTERESTS

RELEVANT ISP GOALS

- R2 – increasing our donors and growing our resources

PrepCom Advice: Text other than “decides” paragraphs moved to Explanatory note.

The International Council Meeting

DIRECTS the International Executive Committee to reconsider and revise the “Policy Governing Corporate Relationships that Benefit Amnesty International” adopted in 2007 after consulting with members, structures and sections.

Explanatory note

Amnesty International must be independent of any political or economic interest.

Such independence is fundamental to AI's ability to be a credible and effective advocate for human rights. AI USA seeks to ensure that through a sound policy for accepting gifts and donations from corporations AI remains independent of economic interests.

There is concern among some AI members and sections that the 2007 policy may directly impede AI's work to stop significant human rights abuses committed by corporations around the globe. The refusal to take money from governments has been based on a fundamental principle that an organization should not be dependent on those it is trying to influence. Corporations are increasingly identified as the perpetrators of human rights abuses and are more frequently the targets of AI activism. Accepting donations from corporations has the potential to destroy AI's actual and perceived independence.

The 2007 policy does not sufficiently limit acceptance of corporate donations to ensure that AI will be perceived to be free of influence by economic interests. Therefore the 2007 policy should be revised, after consultation with members, structures, and sections to ensure that AI's reputation for independence and impartiality is preserved.



25 IEC IMPLEMENTING “ONE AMNESTY” – FROM ASSESSMENT TO DISTRIBUTION

RELEVANT ISP GOALS

- Building new constituencies & renewing membership (R1)
- Increasing our donors & growing our resources (R2)
- Distributing our resources strategically (R3)

PrepCom Advice: Text other than “decides” paragraphs moved to Explanatory Note

The International Council Meeting

ADOPTS the following financial strategy for the next ISP, covering the period 2010-2016:

1. Financial resources

- AI aims to grow its total income by 7% per year in each year of the ISP, giving a total growth of income of 50% during the plan period;
- income growth targets for each AI entity will be set to enable this overall figure to be reached;
- AI will devote €10m during the plan period to financing strategic growth projects in areas where AI has a small presence or no presence;
- The existing assessment system will be simplified and expanded to shift the balance of AI spending from 75% by Sections/Structures and 25% by the international financial envelope to a 50:50 split by the end of the plan period, this change to be made in five steps of 5% per year, starting in the second year of the ISP;
- The revised assessment system will fund five areas of AI international activity:

New operations:

- investment in areas where AI has a small presence or no presence;
- the costs of international functions carried out on behalf of the international movement by national AI Sections/Structures;
- contributions to the costs of self-sufficient Sections/Structures where this will bring strategic benefits to the international movement.

Existing operations:

- the operations of international entities (e.g., the International Secretariat and its associated non-London offices);
- the operations of AI Sections and Structures that are not self-sufficient;

2. Financial mechanisms

- A new movement-wide planning and budgeting cycle will be developed which will:
 - deliver alignment across different planning horizons;
 - provide appropriate separation between governance and executive/management;
 - enable decision-making at the level of local entities wherever possible while enabling decision-making at the global level where necessary;
 - fit in with AI’s developing global management and governance systems.
- A new advisory “distribution taskforce” of 5 experienced, qualified people (volunteers and staff) will be appointed by the SG to advise the SG on recommendations to the IEC about distribution.

3. Financial data

- AI will continue to strengthen and develop the tools needed for effective international financial planning, including agreeing a common year-end for the accounts of all AI entities; implementing a common set of accounting practices (including a common chart of accounts); moving towards a unified audit of the largest AI entities;
- Cost-structure 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.

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 each 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.

Explanatory note

This resolution welcomes the proposals of the IEC's Assessment to Distribution taskforce as a means of implementing 2007 ICM Decisions 21 and 22.

The final report of the IEC's Assessment to Distribution taskforce was circulated at the end of January (ORG 50 001 2009). The IEC expects that there will be intensive discussions of the proposals contained in this report in the coming months. The IEC will work with the ICM PrepCom to draft a final ICM resolution that will enable effective ICM decision-making on key aspects of the proposals, as well as reflecting the further input to that we expect from the Chairs and Directors Forums, the International Finance Meeting, and reports from Section/Structure AGMs.

This resolution needs to be read in conjunction with the other resolutions from the IEC, with which it forms a package for the implementation of "One Amnesty."

