

Index: ORG 10/007/2008

Amnesty International
International Secretariat
Peter Benenson House
1 Easton Street
London WC1X 0DW
United Kingdom

To *All sections and structures, members, partners, community-based organizations*
From *The International Committee for Strengthening Democracy*
Date *July 2008*

Strengthening Amnesty International's Democracy Consultation Pack 2

Executive Summary

Summary

This second consultation pack comprises the following documents:

Executive Summary (ORG 10/007/2008)

Part 1: A New Governance Model for AI (ORG 10/008/2008)

Part 2: Governance Systems and Processes (ORG 10/009/2008)

Part 3: Questions & Answers (ORG 10/010/2008)

Distribution

This consultation pack is issued to all sections, structures and interested members as well as to selected partners and community-based organizations. The Executive Summary "Strengthening Democratic Governance" will also be made accessible on the internet.

Recommended Actions

Please ensure that this consultation pack is brought to the attention of the chair, board and director of your section/structure, and to those members, partners and other organizations interested in and/or most directly affected by AI's decisions and decision-making processes.

Strengthening AI's Democratic Governance Executive Summary

**AMNESTY
INTERNATIONAL**



Strengthening AI's Democratic Governance

From: International Committee for Strengthening Democracy (ICSD) *, July 2008

Introduction

This is the second consultation pack requesting input from within and from outside Amnesty International on how we could improve and strengthen our democratic governance. In this second consultation pack the ICSD outlines its **proposals** regarding:

- a new governance model for Amnesty International (Part 1);
- basic governance systems and processes (Part 2).

We have also included a Questions & Answers paper outlining the ICSD's current thinking on some of the questions which our proposals may raise (Part 3).

The ICSD has reviewed and taken into account the feedback received so far to its First Consultation Paper, "Effective Democratic Governance", which set out its proposed overall approach to strengthening AI's democracy, as well as the key areas the ICSD believes need specific attention. A compilation of all the feedback received by the ICSD can be accessed on the ICSD Consultation Space on the AI intranet <https://intranet.amnesty.org/wiki/display/ICSDCON/Home>. You will also find there a paper summarizing the key messages which we have heard from you. We have received formal feedback from 10 sections or structures, one group, and four individuals so far. If you do not already have access to the AI intranet, please contact your gatekeeper. Details at: http://archive.amnesty.org/intranet_info.

* Daniel Garcia (chair), Hope Chigudu, Soledad García Muñoz, Shirin Heidari, Roshan Jason, Maria Nassali, David Raper, Deborah Smith.

We are asking for your enthusiastic and thoughtful participation in the discussions around our proposals for change, mainly focusing on the kind of democracy we want, not just on the perceived shortcomings of our current system.

Specifically, we would like to hear back from you on the following questions:

Do you believe that the key elements of the proposed new governance model (Part 1) would contribute to strengthening AI's democracy?

Please comment on why you think so or what you believe the gaps are.

Do you believe that the basic governance systems and processes proposed (Part 2) capture the essence of what AI should practice in this area?

Please elaborate on why you think so.

Please send your answers to Claire Smith at the IS (ClaireSmithOLU@amnesty.org) by **5 October 2008** at the latest. Please remember that your feedback (ideally by 6 September 2008) to our First Consultation Pack is still very much welcome and appreciated.

Unless you instruct us otherwise, we will make your responses available to all those interested in this dialogue on the ICSD Consultation Space on the AI intranet <https://intranet.amnesty.org/wiki/display/ICSDCON/Home>

We are very much looking forward to hearing from you and discussing with you the proposals made in our first two consultation packs.

Executive Summary

The ICSD believes that strengthening AI's democracy implies and requires changes in at least three major areas:

- the governance model (governance bodies, their composition and their functions)
- systems and processes (how the various governance and executive functions interact and work together)
- our democratic culture (the types and patterns of behaviour individuals and groups show in the context of discussions, decisions and conflicts)

The proposals in this Second Consultation Pack focus on the governance model (Part 1) and on basic governance systems and processes (Part 2). The ICSD plans to further elaborate on systems and processes and to work on the crucial question of AI's democratic culture. Changes in all three areas will be necessary in order to genuinely invigorate AI's democracy.

1. Governance Model

1.1. Global AI Forum

As a movement of more than 2m people we believe that an even more lively, inclusive and open discussion on a broad range of strategic topics should and could be the hallmark of AI. This has led us to propose the creation of a **Global AI Forum**, a global communication space and system accessible to all key stakeholders as a platform for a much more extensive, inclusive and ongoing discussion. Everybody would be able to use the Global AI Forum which would be mainly, but not exclusively, Internet based.

1.2. ICM – Global AGM

We believe that the ICM's current role could be strengthened and made more effective by focusing its agenda more on key strategic issues, accountability and impact. Therefore, we are proposing the transformation of the ICM into a **Global AGM** representing all of AI's key stakeholders (activists and members through the sections and structures, but also partners and beneficiaries), with a substantially smaller number of participants, but meeting annually and focused on strategy, elections and the accountability and control of the IEC.

1.3 IEC – Global Board

The IEC holds the key to the implementation of AI's agreed strategic objectives. In order to be in the best possible position to do so, we propose that it focuses more on the following key tasks: the overall strategic direction; the accountability of sections/structures to the movement; the monitoring of the performance of the Secretary General in achieving the movement's objectives. Members should be chosen on merit, background, professional disciplines and skills. The IEC should be diverse, gender balanced and have a solid mix of high calibre expertise. A Nominations Committee would be tasked with ensuring that these criteria are met. Members should

be elected for three-year-terms with a maximum time of nine years of service on the Global Board (IEC).

1.4. National AGMs and National Boards

In order to strengthen and better synchronize AI's governance, the various National AGMs and the various National Boards, while taking into consideration national specificities, should work under similar standards as the Global AGM (ICM) and the Global Board (IEC). The procedures and systems for electing the representatives to the Global AGM (ICM) should be harmonized.

2. Basic Governance Systems and Processes

In the area of governance systems and processes the ICSD is proposing that the movement at all levels consistently adheres to the following basic principles:

2.1. Participation Levels

A transparent and explicit differentiation between discussion, consultation and decision-making should be made at all levels.

2.2. Transparency

We should find ways to improve the transparency regarding the planning and communication of upcoming decisions, accessibility to consultations and feedbacks, the communication of the rationale for decisions, formal and informal participants in decision making processes, and access to, and disclosure of, documents and other information.

2.3. Accountability

The governance system itself can and should include appropriate control and accountability mechanisms, but they need to be filled with meaningful, evidence based content. This is why we believe that the new Integrated Strategic Plan and the work on impact assessment will be key.

2.4 Governance and Executive Functions

AI's governing bodies at all levels should take all decisions which are of major strategic importance, but take only the major strategic decisions. AI's "executive", consisting of activists/volunteers and staff in sections and structures and the International Secretariat, should support the governing bodies in their task of controlling them.

Consultation Process: Timeline

The ICSD is looking forward to engaging a continuous and fruitful discussion and dialogue within the movement and with external partners and rights holders between now and the 2009 ICM. We are planning to structure our work and the discussion and consultation process as follows:

- Step 1:** Review of existing democracy, best practice and past analysis ⇒ proposal of the overall approach including key areas of change ⇒ First Consultation Pack (by 20 April 2008) ⇒ start of consultation process:
Phase 1: any feedback received **until 31 May 2008** can be taken into account for the Second Consultation Pack.
Phase 2: we expect your feedback **until 6 September 2008**.
- Step 2:** Review and analysis of feedback received during Phase 1 above ⇒ development of an overall concept for a stronger democracy ⇒ identification of appropriate structures and processes summarized in a first draft ⇒ Second Consultation Pack (by 16 July 2008).

⇒ WE ARE HERE NOW

- Step 3:** Movement-wide consultation and discussion as well as consultation with key partners and rights holders on the Second Consultation Pack.
We expect your feedback until 5 October 2008.
- Step 4:** Review and analysis of feedback received, inform the movement and external stakeholders ⇒ coordination with ISP Committee ⇒ depending on progress and outcome of discussions, short additional consultation on specific issues ⇒ second draft submitted to and approved by the IEC for consultation ⇒ Third Consultation Pack ⇒ enabling ICM resolutions and statute amendments submitted (by 31 December 2008).
- Step 5:** Movement-wide consultation and discussion and consultation with key partners and rights holders on Third Consultation Pack.
We expect your feedback until 15 March 2009.
- Step 6:** Review and analysis of feedback received, inform the movement and external stakeholders ⇒ third draft submitted to and approved by the IEC for distribution to the movement as proposal for ICM decision (by 30 April 2009).
- Step 7:** Movement-wide dialogue and discussion on third draft proposal (until 2009 ICM).

Throughout the process the ICSD welcomes formal and informal input from anybody willing to contribute and participate. The ICSD will endeavour to conduct this dialogue as openly and transparently as practically possible, including making documents and contributions publicly available.