

Amnesty International

Demokrati och Beslutsfattande i Amnesty International

DOKUMENT

På styrelsemötet i april ska vi ha en spännande diskussion om demokrati och beslutsfattande i Amnesty International. Om någon av er vill läsa på lite mer inför mötet så får ni här en lista på intressanta dokument som har cirkulerat de senaste åren, samt stadgar och beslut.

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Paper ICP 03-2003

Section comments on the Policy mapping paper, December 2003

1. AI Sweden

Dear friends

The Swedish section is grateful for this opportunity to comment on a document which addresses a fundamental issue, namely that of decisionmaking which also involves policy-setting. We find the analysis and discussion in the document POL 10/IEC04/03 very interesting. Indeed, we agree with the basic thought and the possible actions in the hypothetical situations described.

It should be clear that only when the ideas have been tested on real cases can we see if the analysis in the document is sufficient. It seems to us that even though guidelines are desirable, it would be necessary to start with some real cases.

Best regards

Christian Graslund

2. AI Germany

Dear Peter,

With the delay of three days I would like to send you some remarks on the „Policy Mapping“-Paper. At first, many thanks to the author to give an overview over what we are talking about when saying „decision making“. The German section has always supported – and still supports – the idea that the ICM is the most important and authoritative level of decision making. That means that is not only to be consulted on means of accountability but also to assure the ownership of the members regarding AI and that the whole movement speaks with one voice.

This is why our board tries to assure a maximum of transparency and consultation with our members in all questions that we judge important, mainly on changes of our policy. Surely, we have to admit that time to do so is always very short.

I agree with the author on the cases where consultation of the ICM is crucial. To decide on these cases has to keep in mind that the main policy setting has to remain with the membership, i.e. the ICM. This is why it might be useful, for example within the IPC, to define subjects **today** that could afford ICM-decisions **tomorrow** and to prepare a sort of framework decision for them that would give a guiding line to IEC and SG in their day to day work.

To conclude, a short remark on the consultation of experts. In my opinion, expert consultation is very important. But it can never replace the policy setting of our organisation. Beyond facts, there is always a political dimension that AI has to decide on its own. For example, even when experts would advise AI to ask for so called humanitarian intervention in some cases, the organisation could nevertheless decide to keep the neutral position, for example because she would otherwise lose large parts of her membership.

Many thanks in advance to accept these late remarks.

With kind regards

Erika Schulze, Chair of the German section

3. AI Chile

Hola!

Sé que estoy respondiendo esto un día atrasado, pero tengo que hacer sólo un breve comentario. Entiendo la necesidad de reaccionar rápidamente ante un mundo cambiante, lo que requiere una flexibilidad en el proceso de toma de decisiones. Sin embargo, creo firmemente que uno de los elementos principales de la identidad de AI, es que es un movimiento de activistas. Esto nos hace especiales. A mi entender, es por esto que la democracia ha sido considerada uno de nuestros valores básicos. Es posible que seamos más efectivos si todas las acciones, decisiones y políticas provienen del staff, pero empezamos a perder algo que nos hace únicos: permitir a las personas actuar a favor de víctimas individuales. Por ello, siento la necesidad de destacar que los avances en flexibilidad

deben tomar en cuenta involucrar miembros en el proceso, en el más alto nivel posible. Si no puede ser votando, será en consulta. Si no puede ser consulta, los miembros deben estar involucrados en la acción. Supongo que de alguna forma esto está implícito en el documento, pero creo que amerita destacarlo especialmente.

Saludos a todos!

Ana Piquer, Presidenta – AI Chile.

Hi!

I know I'm answering this one day late, but I have to make just a brief comment. I understand the need for quick reactions in a changing world, which is followed by the need of flexibility in the decision-making process. However, I strongly believe that one of the primary elements of AI's identity, is that it is a grassroots movement. This is what makes us special. To my understanding, this is why democracy has been considered one of our core values. It's possible that we are more effective if all actions, decisions and policies came from the staff, but we start to lose something that makes us unique: enabling people to act in favor of individual victims. So, I feel the need to stress that advancements in flexibility must take into account involving members in the process, at the highest level possible. If it can't be by vote, it should be consultation. If it can't be consultation, members should be involved in the action. I guess this is somehow implicit in the document, but I consider important to highlight this point.

Best regards to all!

Ana Piquer, Chair – AI Chile.

4. AI South Africa

Dear All,

The Draft Policy document on Decision Making in the AI movement, is a well prepared and stimulating piece of literature. The issues raised are valid and the important point of Comprehensive

Consultation versus Flexibility raises some interesting questions. We have to accept that we do not live in an ideal world which would have allowed us the luxury of consulting every section/division of the movement for all decisions made on behalf of the movement. Reality dictates otherwise; the barriers of language, infrastructural disparities, limited resources in certain areas and limited access to communication facilities in other areas; creates some of the delays in effective, timely and accurate exchange or flow of information/ ideas. The inverse relationship that normally exists between Flexibility and Consultation needs to be adequately analysed and a point - which is not usually clear cut - needs to be defined where acceptable levels of consultation and flexibility can co-exist in order to produce optimal results. The challenge, as the document correctly points out, is the

outlining of this "point of intersection". The needs of the day demand that decisions need to be taken at a rapid rate given the advance of technology and rapid transfer / flow of information. One of the major criticisms against AI has been its inability to grab the opportunity of leading the world on certain key issues, e.g. when the world needed leadership during the Iraq crisis; purely because it had bound itself in bureaucratic glue. I would support the motion of a flexible decision-making structure

within AI, especially with regards the SG's office.

Thank you Kind regards

Mohammed Tayob Chair: AI South Africa

5. AI Uruguay

Hola querid@s amig@s, disculpen que envíe esta repuesta un par de días tarde. Sobre este documento, lo hemos visto con algunas miembros del board con gran interés. Pensamos que es muy importante este tema dentro de AI y más importante aún el poder actuar con efectividad y prontitud en las circunstancias que se requieren; sin embargo también nos parece muy importante las características que nos hacen un movimiento mundial de activistas que luchan por los derechos humanos. Para ser un movimiento de estas características debemos asegurar la participación plena de l@s miembr@s en la toma de decisiones.

Creemos que esta iniciativa para poder establecer claras directrices en la toma de decisiones, que nos permitan actuar con prontitud es muy buena y para poder trabajar en ello nos parece importante que se desarrollen las propuestas concretas de cómo podría funcionar las distintas situaciones para la toma de decisiones y que los miembros estén involucrados participando activamente. Sin volvernos un aparato burocrático que dificulte responder a los abusos de derechos humanos. Otra posible instrumento que se menciona es la de crear un Comité específico de "Políticas" en este caso creemos lo mismo, se debe definir bien su competencia y debería tener como es siempre la intención dentro de nuestro movimiento una integración multiregional. En cuanto a los pasos ya dados por nuestro movimiento hacia la flexibilidad de algún modo adoptando una misión son importantes y creemos que algo que ayudaría sería tal vez realizar alguna especie de listado más exhaustivo de los principios y valores que inspiran nuestra Misión. No una simple enumeración de los derechos humanos, sino los valores que la misión debe tener en cuenta, pues este nos puede ayudar.

Esperamos que estos comentarios sean de utilidad.

Un abrazo,

Ivahanna Larrosa, Presidenta, Amnistía Internacional Uruguay

Dear friends,

I apologize for sending this answer a couple of days late. We have seen this document about policy with much interest. We think this issue is very important within AI and much important indeed act promptly and effectively. However, we also think that the characteristics that make us a grassroots movement fighting for human rights are very important. To be this movement we have to ensure the plenty participation of membership in the decision making process.

We think that this initiative to set up clear directions in the decision making to allow us have quick reactions nowadays is very important and to make it possible is necessary to develop the ideas proposed in the document with membership participation to be able figure it out how would be. Of course we have to paid attention to avoid create a bureaucratic structure that make difficult respond to human rights abuses.

Another tool mentioned is a policy committee, this could be useful, and again we think is

necessary define its competence and ensure that membership is involved and of course like is common in AI, to be integrated by members from all regions. About the steps taken by AI towards flexibility taking a mission, are very important and a kind of more detailed list of principles and values that inspire our mission it would be helpful.

We hope these comments help,
With my best regards,

Ivahanna Larrosa, Chair, Amnesty International Uruguay.

STATUTE OF AMNESTY INTERNATIONAL in 1999

Not amended by the 24th International Council Meeting held in Tróia, Portugal, on 13-21 August 1999

OBJECT AND MANDATE

1. The object of AMNESTY INTERNATIONAL is to contribute to the observance throughout the world of human rights as set out in the Universal Declaration of Human Rights.

In pursuance of this object, and recognizing the obligation on each person to extend to others rights and freedoms equal to his or her own, AMNESTY INTERNATIONAL adopts as its mandate:

To promote awareness of and adherence to the Universal Declaration of Human Rights and other internationally recognized human rights instruments, the values enshrined in them, and the indivisibility and interdependence of all human rights and freedoms;

To oppose grave violations of the rights of every person freely to hold and to express his or her convictions and to be free from discrimination and of the right of every person to physical and mental integrity, and, in particular, to oppose by all appropriate means irrespective of political considerations:

a) the imprisonment, detention or other physical restrictions imposed on any person by reason of his or her political, religious or other conscientiously held beliefs or by reason of his or her ethnic origin, sex, colour, language, national or social origin, economic status, birth or other status, provided that he or she has not used or advocated violence (hereinafter referred to as 'prisoners of conscience');

AMNESTY INTERNATIONAL shall work towards the release of and shall provide assistance to prisoners of conscience);

b) the detention of any political prisoner without fair trial within a reasonable time or any trial procedures relating to such prisoners that do not conform to internationally recognized norms;

c) the death penalty, and the torture or other cruel, inhuman or degrading treatment or punishment of prisoners or other detained or restricted persons, whether or not the persons affected have used or advocated violence;

d) the extrajudicial execution of persons whether or not imprisoned, detained or restricted, and "disappearances", whether or not the persons affected have used or advocated violence.

METHODS

2. In order to achieve the aforesaid object and mandate, AMNESTY INTERNATIONAL shall:

a) at all times make clear its impartiality as regards countries adhering to the different world political ideologies and groupings;

b) promote as appears appropriate the adoption of constitutions, conventions, treaties and other measures which guarantee the rights contained in the provisions referred to in Article 1 hereof;

c) support and publicize the activities of and cooperate with international organizations and agencies which work for the implementation of the aforesaid provisions;

d) take all necessary steps to establish an effective organization of sections, affiliated groups and individual members;

e) secure the adoption by groups of members or supporters of individual prisoners of conscience or entrust to such groups other tasks in support of the object and mandate set out in Article 1;

f) provide financial and other relief to prisoners of conscience and their dependants and to persons who have lately been prisoners of conscience or who might reasonably be expected to be prisoners of conscience or to become prisoners of conscience if convicted or if they were to return to their own countries, to the dependants of such persons and to victims of torture in need of medical care as a direct result thereof;

g) provide legal aid, where necessary and possible, to prisoners of conscience and to persons who might reasonably be expected to be prisoners of conscience or to become prisoners of conscience if convicted or if

they were to return to their own countries, and, where desirable, send observers to attend the trials of such persons;

h) publicize the cases of prisoners of conscience or persons who have otherwise been subjected to disabilities in violation of the aforesaid provisions;

i) investigate and publicize the disappearance of persons where there is reason to believe that they may be victims of violations of the rights set out in Article 1 hereof;

j) oppose the sending of persons from one country to another where they can reasonably be expected to become prisoners of conscience or to face torture or the death penalty;

k) send investigators, where appropriate, to investigate allegations that the rights of individuals under the aforesaid provisions have been violated or threatened;

l) make representations to international organizations and to governments whenever it appears that an individual is a prisoner of conscience or has otherwise been subjected to disabilities in violation of the aforesaid provisions;

m) promote and support the granting of general amnesties of which the beneficiaries will include prisoners of conscience;

n) adopt any other appropriate methods for the securing of its object and mandate.

ORGANIZATION

3. AMNESTY INTERNATIONAL is an organization based on worldwide voluntary membership and it shall consist of sections, affiliated groups and individual members.

4. The directive authority for the conduct of the affairs of AMNESTY INTERNATIONAL is vested in the International Council.

5. Between meetings of the International Council, the International Executive Committee shall be responsible for the conductor the affairs of AMNESTY INTERNATIONAL and for the implementation of the decisions of the International Council.

6. The day-to-day affairs of AMNESTY INTERNATIONAL shall be conducted by the International Secretariat headed by a Secretary General under the direction of the International Executive Committee.

7. The office of the International Secretariat shall be in London or such other place as the International Executive Committee shall decide and which is ratified by at least one half of the sections.

8. Responsibility for AMNESTY INTERNATIONAL work on violations of human rights in any country or territory, including the collection and evaluation of information, and the sending of delegations, lies with the international governing bodies of the organization, and not with the section, groups or members in the country or territory concerned.

SECTIONS

9. A section of AMNESTY INTERNATIONAL may be established in any country, state, territory **or region** with the consent of the International Executive Committee. In order to be recognized as such, a section shall (a) prior to its recognition have demonstrated its ability to organize and maintain basic AMNESTY INTERNATIONAL activities, (b) consist of not less than two groups and 20 members, (c) submit its Statute to the International Executive Committee for approval, (d) pay such annual fee as may be determined by the International Council, (e) be registered as such with the International Secretariat on the decision of the International Executive Committee. Sections shall take no action on matters that do not fall within the stated object and mandate of AMNESTY INTERNATIONAL. The International Secretariat shall maintain a register of sections. Sections shall act in accordance with the working rules and guidelines that are adopted from time to time by the International Council.

10. Groups of not less than five members may, on payment of an annual fee determined by the International Council, become affiliated to AMNESTY INTERNATIONAL or a section thereof. Any dispute as to whether a group should be or remain affiliated shall be decided by the International Executive Committee. An affiliated adoption group shall accept for adoption such prisoners as may from time to time be allotted to it by the International Secretariat, and shall adopt no others as long as it remains affiliated to AMNESTY INTERNATIONAL. No group shall be allotted a prisoner of conscience detained in its own country. Each

section shall maintain and make available to the International Secretariat a register of affiliated AMNESTY INTERNATIONAL groups. Groups in a country, **state, territory or region** without a section shall be registered with the International Secretariat. Groups shall take no action on matters that do not fall within the stated object and mandate of AMNESTY INTERNATIONAL. Groups shall act in accordance with the working rules and guidelines that are adopted from time to time by the International Council.

INDIVIDUAL MEMBERSHIP

11. Individuals residing in countries, **states, territories or regions** where there is no section may, on payment to the International Secretariat of an annual subscription fee determined by the International Executive Committee, become members of AMNESTY INTERNATIONAL with the consent of the International Executive Committee. In countries where a section exists, individuals may become international members of AMNESTY INTERNATIONAL with the consent of the section and of the International Executive Committee. The International Secretariat shall maintain a register of such members.

INTERNATIONAL COUNCIL

12. The International Council shall consist of the members of the International Executive Committee and of representatives of sections and shall meet at intervals of not more than two years on a date fixed by the International Executive Committee. Only representatives of sections shall have the right to vote at the International Council.

13. All sections shall have the right to appoint one representative to the International Council and in addition may appoint representatives as follows:

- 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

Sections consisting primarily of individual members rather than groups may as an alternative appoint additional representatives as follows:

- 500 — 2,499 members: 1 representative
- 2,500 members and over: 2 representatives

Only sections having paid in full their annual fee as assessed by the International Council for the two previous financial years shall vote at the International Council. This requirement may be waived in whole or in part by the International Council.

14. One representative of each group not forming part of a section may attend a meeting of the International Council as an observer and may speak thereat but shall not be entitled to vote.

15. A section unable to participate at an International Council may appoint a proxy or proxies to vote on its behalf and a section represented by a lesser number of persons than its entitlement under Article 13 hereof may authorize its representative or representatives to cast votes up to its maximum entitlement under Article 13 hereof.

16. Notice of the number of representatives proposing to attend an International Council, and of the appointment of proxies, shall be given to the International Secretariat not later than one month before the meeting of the International Council. This requirement may be waived by the International Executive Committee.

17. A quorum shall consist of the representatives or proxies of not less than one quarter of the sections entitled to be represented.

18. The Chairperson of the International Council and an alternate shall be elected by the preceding International Council. The Chairperson or, in his or her absence, the alternate, shall preside at the International Council. In the absence of the Chairperson and the alternate, the Chairperson of the International Executive Committee or such other person as the International Executive Committee may appoint shall open the proceedings of the International Council which shall elect a Chairperson.

Thereafter the elected Chairperson, or such other person as the Chairperson may appoint, shall preside at the International Council.

19. Except as otherwise provided in the Statute, the International Council shall make its decisions by a simple majority of the votes cast. In case of an equality of votes the Chairperson of the International Council shall have a casting vote.

20. The International Council shall be convened by the International Secretariat by notice to all sections and affiliated groups not later than 90 days before the date thereof.

21. The Chairperson of the International Executive Committee shall at the request of the Committee or of not less than one third of the sections call an extraordinary meeting of the International Council by giving not less than 21 days' notice in writing to all sections.

22. The International Council shall elect a Treasurer, who shall be a member of the International Executive Committee.

23. The agenda for the meetings of the International Council shall be prepared by the International Secretariat under the direction of the Chairperson of the International Executive Committee.

INTERNATIONAL EXECUTIVE COMMITTEE

24. a) The International Executive Committee shall consist of the Treasurer, one representative of the staff of the International Secretariat and seven regular members, who shall be members of AMNESTY INTERNATIONAL, or of a section, or of an affiliated group. The regular members and Treasurer shall be elected by the International Council. Not more than one member of any section or affiliated group or member of AMNESTY INTERNATIONAL voluntarily resident in a country, **state, territory or region** may be elected as a regular member to the Committee, and once such member has received sufficient votes to be elected, any votes cast for other members of that section, affiliated group or country shall be disregarded.

b) Members of the permanent staff, paid and unpaid, shall have the right to elect one representative among the staff who has completed not less than two years' service to be a voting member of the International Executive Committee. Such member shall hold office for one year and shall be eligible for re-election. The method of voting shall be subject to approval by the International Executive Committee on the proposal of the staff members.

25. The International Executive Committee shall meet not less than twice a year at a place to be decided by itself.

26. Members of the International Executive Committee, other than the representative of the staff, shall hold office for a period of two years and shall be eligible for re-election for a maximum tenure of three consecutive terms.

27. The Committee may co-opt not more than two additional members who shall hold office until the close of the next meeting of the International Council; they shall be eligible to be re-co-opted once. Co-opted members shall not have the right to vote.

28. In the event of a vacancy occurring on the Committee, other than in respect of the representative of the staff, it may co-opt a further member to fill the vacancy until the next meeting of the International Council, which shall elect such members as are necessary to replace retiring members and to fill the vacancy. In the event of a vacancy occurring on the Committee in respect of the representative of the staff, the staff shall have the right to elect a successor representative to fill the unexpired term of office.

29. If a member of the Committee is unable to attend a meeting, such member may appoint an alternate.

30. The Committee shall each year appoint one of its members to act as Chairperson.

31. The Chairperson may, and at the request of the majority of the Committee shall, summon meetings of the Committee.

32. A quorum shall consist of not fewer than five members of the Committee or their alternates.

33. The agenda for meetings of the Committee shall be prepared by the International Secretariat under the direction of the Chairperson.

34. The Committee may make regulations for the conduct of the affairs of AMNESTY INTERNATIONAL and for the procedure to be followed at the International Council.

INTERNATIONAL SECRETARIAT

35. The International Executive Committee may appoint a Secretary General who shall be responsible under its direction for the conduct of the affairs of AMNESTY INTERNATIONAL and for the implementation of the decisions of the International Council.

36. The Secretary General may appoint senior executive staff in close cooperation with the International Executive Committee, and may appoint all other staff as are necessary for the proper conduct of the affairs of AMNESTY INTERNATIONAL.

37. In the case of the absence or illness of the Secretary General, or of a vacancy in the post of Secretary General, the Chairperson of the International Executive Committee shall, after consultation with the members of that Committee, appoint an Acting Secretary General to act until the next meeting of the Committee.

38. The Secretary General or Acting Secretary General and such members of the International Secretariat as may appear to the Chairperson of the International Executive Committee to be necessary shall attend meetings of the International Council and of the International Executive Committee and may speak thereat but shall not be entitled to vote.

TERMINATION OF MEMBERSHIP

39. Membership of or affiliation to AMNESTY INTERNATIONAL may be terminated at any time by resignation in writing.

40. The International Executive Committee may deprive a section, affiliated group (Article 10) or a member (Article 11) of membership of AMNESTY INTERNATIONAL if in its opinion that section, affiliated group or member does not act within the spirit of the object, mandate and methods set out in Articles 1 and 2 or does not organize and maintain basic AMNESTY INTERNATIONAL activities or does not observe any of the provisions of this Statute. Before taking such action, the section, affiliated group or member and, when the deprivation of membership of a section is considered, all other sections will be informed in writing of the grounds on which it is proposed to deprive it or such person of membership, and such section, affiliated group or member shall be provided with an opportunity of presenting its or such member's case to the International Executive Committee. Once the International Executive Committee has decided to take such action in respect of a section, affiliated group or member, the section, affiliated group or member may appeal to the Membership Appeals Committee. This committee shall consist of five members and two alternate members who shall be elected by the International Council in the same manner and subject to the same conditions as provided for in Article 24 a) for the International Executive Committee. Once deprived of membership, a section, affiliated group or member may no longer use the name of AMNESTY INTERNATIONAL.

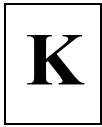
FINANCE

41. An auditor appointed by the International Council shall annually audit the accounts of AMNESTY INTERNATIONAL, which shall be prepared by the International Secretariat and presented to the International Executive Committee and the International Council.

42. No part of the income or property of AMNESTY INTERNATIONAL shall directly or indirectly be paid or transferred otherwise than for valuable and sufficient consideration to any of its members by way of dividend, gift, division, bonus or otherwise howsoever by way of profit.

AMENDMENTS OF STATUTE

43. The Statute may be amended by the International Council by a majority of not less than two thirds of the votes cast. Amendments may be submitted by the International Executive Committee or by a section. Proposed amendments shall be submitted to the International Secretariat not less than nine months before the International Council meets, and presentation to the International Council shall be supported in writing by at least five sections. Proposed amendments shall be communicated by the International Secretariat to all sections and to members of the International Executive Committee.



Some Relevant ICM Decisions

DECISION 30 OF THE 2003 ICM

The International Council:

A. DECIDES that during the period of the ISP, the role of the Chairs Forum will be expanded in the area of international decision making, primarily on policy issues that require consultation and leadership between International Councils. The IEC and the chairpersons of sections will work together to clarify the expanded role of the Chairs Forum.

B. FURTHER DECIDES that the Chairs Forum shall include only the chairpersons of sections and structures of Amnesty International or another board member appointed by the sections or structures.

C. APPROVES the following Terms of Reference for the Chairs Forum:

D. CHAIRS FORUM - TERMS OF REFERENCE

The Chairs Forum (CF):

- (i) will hold annual meetings;
- (ii) will be adequately resourced by the IEC to allow all section or structure chairs, or another board member, to attend and participate effectively in the meetings of the CF, and to carry out its work between meetings; this includes the ability to work in the four core languages with appropriate communications technology;
- (iii) will have a Steering Committee elected by the CF; the number of members and terms of office of members will also be established by the CF;
- (iv) the Steering Committee will draft their Terms of Reference for approval of the next CF and will convene the next CF meeting;
- (v) the Chair of the IEC, or his/her nominee, will be a member of the Steering Committee;
- (vi) the CF meeting may include other, specially invited, participants as appropriate to the agenda;
- (vii) the CF will modify its own Terms of Reference in cooperation with the IEC or, in case of disagreement, refer them to the next ICM;
- (viii) voting rights at the Chairs Forum will be the same as those used at the ICM prior to the meeting of the Chairs Forum.

E. The functions of the Chairs Forum are:

- (i) to give advice and recommendations to the movement and the IEC on any matter related to the governance of AI;
- (ii) to contribute to the development and implementation of the Integrated Strategic Plan (ISP) and other international decision-making. This includes:
 - (a) advising the ISP Committee or other relevant groups on the process of movement wide consultation,
 - (b) ensuring that effective mechanisms and standards are put in place for effective consultation within individual sections and recognized structures to enable a working consensus;
 - (c) reflect the views of sections and recognized structures within the ISP process or other international decision-making;
 - (d) advise the IEC on implementation of the ISP; and
 - (e) present and discuss national and international operational plans, and review progress reports;
- (iii) to contribute to the development of effective governance within sections and structures, and at the international level. This includes:
 - (a) agreeing appropriate standards and codes of conduct;

- (b) identifying opportunities and barriers that exist to the development of competence in governance, and
- (c) recommending means by which current levels of capability can be addressed and sections and recognized structures can be enabled to achieve competence, such as training, mentoring and coaching;
- (iv) to build relations among sections and structures and provide an open space for debate on common issues, to encourage innovation and engagement and promote cooperation;
- (v) to contribute to finding candidates for the IEC and other ICM-elected committees and to assist the IEC with the establishment of other appointed committees;
- (vi) to agree or disagree to adjustments to the ISP deemed by the IEC to be controversial, in the case of:
 - (a) a change in the movements' anticipated revenue base;
 - (b) a judgement that the movement's workload is imperilling quality, or
 - (c) the unexpected emergence of a significant opportunity or threat to AI's work;
- (vii) to advise the IEC or decide, as appropriate, on whether policy related, mandate-like, substantive decision-making or potential controversy should be delayed and referred on to the next ICM.
- (viii) the IEC has the authority to change the Terms of Reference in accordance with decisions taken by the ICM.

DECISION 31 of the 2003 ICM — DIRECTORS FORUM

The International Council

DECIDES that the Directors Forum shall include only the directors of sections and structures of Amnesty International. The international movement will pursue other mechanisms of consultations and training to involve structures which do not have a director.

DECISION 34 OF THE 2003 ICM – DECISION-MAKING IN CRISIS SITUATIONS

The International Council,

reaffirming that AI is committed to ensuring democratic accountability within the organization;

recognizing the importance of AI being able to respond rapidly to protect human rights in crisis situations, such as arise during arm conflict;

recognizing also that the application of AI's policies in such situations may be controversial, or that the protection of human rights in such situations may require policy positions that touch on issues of profound importance for the organization; and

taking into account Decision 13 of this Council,

REQUESTS the IEC to develop, as a matter of priority, a procedure allowing for effective movementwide consultation in cases of decision-making on controversial issues in crisis situations.

DECISION 24 OF THE 2005 ICM — ROLE OF THE CHAIRS FORUM

The International Council:

REMINDS the International Executive Committee (IEC) and the Chairs' Forum of Decision 30 of the International Council Meeting 2003, saying that "the IEC and the chairpersons of sections will work together to clarify the expanded role of the Chairs' Forum";

REITERATES the terms of reference for the Chairs' Forum, which state that the Chairs' Forum shall be adequately funded by the IEC to allow all section and structure chairs, or another board member, to attend and participate effectively in Forum meetings, and to be able to do its work between meetings, including introducing new Forum members and enabling work to be carried out in the four core languages through the use of appropriate communications technology;

AFFIRMS that the Chairs' Forum is an ongoing forum which has responsibility for playing an important role in the movement through its advisory function to the organization and the IEC about any matter related to AI governance, and through contributing to the development of the Integrated Strategic Plan (ISP) and other profound international decisions;

STRESSES that, in order for it to be able to perform its duties, it is extremely important that the Chairs' Forum function well throughout the period between ICMs and that communication within the Forum be efficient, transparent and easily accessible to all Forum members;

URGES the IEC to take the necessary measures within its power to enable the Forum in accordance with the description contained in Decision 30 of the 2003 ICM, including joint development, between the IEC and the Chairs' Forum Steering Committee, of a budget with adequate funding;

URGES the Chairs' Forum to strengthen international decision-making processes by taking on the role described in Resolution OSB 12.11 to the 2003 ICM and subsequent Decision 30;

DECIDES that between International Council Meetings issues relating to:

- AI identity (e.g. global campaigns),
- priorities that concern the whole movement (e.g. ISOP2),
- controversial issues that require immediate attention, and
- aspects that do not fall clearly within AI's mission shall be referred to the Chairs' Forum for consultation.

DECIDES that these issues shall be discussed as thoroughly as possible at meetings of the Chairs' Forum. It will be necessary to substantially improve coordination and preparation for such meetings in order for the Forum to be able to provide meaningful advice to the IEC and the movement (e.g. well-defined agenda items, discussions based on documents that, where possible, are distributed early enough for the Chairs to have the opportunity to consult with their Boards or with relevant members of their secretariats);

DECIDES to set up, without delay, a live interactive forum, moderated by the Chairs' Forum Steering Committee and accessible to all members of the Chairs' Forum, to facilitate the work of the Forum between meetings;

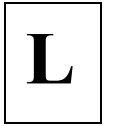
FURTHER DECIDES that the Chairs' Forum, its Steering Committee and the interactive forum shall receive adequate resources to be able to fulfil their important roles for the movement (according to the terms of reference);

FURTHER DECIDES that measures should be taken to facilitate closer structural cooperation between the Steering Committee and the ICM Preparatory Committee and between the Chairs' Forum and the Directors' Forum;

INSTRUCTS THE IEC to continue the discussion about measures to improve the organization's democratic decision-making processes;

FURTHER INSTRUCTS THE IEC to investigate options regarding decision-making between ICMs, including the possibility of delegating decision-making authority to the Chairs' Forum in the period between International Council Meetings concerning the issues referred to above, and to consult the Chairs' Forum on any specific proposals arising from this process, thereby preparing the decision-making process for the next ICM;

FURTHER INSTRUCTS THE IEC, in close collaboration with the Chairs' Forum Steering Committee, to evaluate the role and development of the Chairs' Forum in the period 2003-2007, and, (if necessary) propose specific measures to ensure international democratic consultation as well as measures for a decision-making procedure between ICMs, and to inform the next ICM.



Decisions of the 2001, 2003 and 2005 ICMs

Decisions of the 2001 ICM

- Decision 1: Update to the Tróia Action Plan
- Decision 2: Changes to the Statute (consolidation)
- Decision 3: Statute amendment: Vision and Mission of Amnesty International
- Decision 4: Statute amendment: DAWG
- Decision 5: Amendment to Standing Orders: DAWG
- Decision 6: Mandate Review
- Decision 7: Mandate: Economic, Social and Cultural Rights
- Decision 8: Non-state Actors
- Decision 9: AI's Oppositional and Promotional Work
- Decision 10: Review of Campaigning
- Decision 11: Amnesty International and the Economic Sector
- Decision 12: Economic Sanctions
- Decision 13: Work on Own Country
- Decision 14: Research
- Decision 15: Criminal Records of Prisoners of Conscience
- Decision 16: Internally Displaced
- Decision 17: Human Rights and Policing
- Decision 18: Trafficking of Children
- Decision 19: Development
- Decision 20: DAWG
- Decision 21: Decision-making and Accountability
- Decision 22: Sanctions applicable to Sections
- Decision 23: Standardized Financial Reports (SFRs) and Sections Voting Rights
- Decision 24: Rethinking the Foundation of Amnesty International
- Decision 25: Pilot Projects
- Decision 26: Multiculturalism and Volunteering in International Meetings
- Decision 27: Economic, Social and Cultural Rights
- Decision 28: International Media Strategy
- Decision 29: Organizational Development of the International Secretariat
- Decision 30: Financial Envelope
- Decision 31: Reserves Policy
- Decision 32: Fundraising
- Decision 33: Trademark Protection
- Decision 34: The Assessment System
- Decision 35: International or Inter-sectional Sponsorship Arrangement
- Decision 36: Corporate Identity - Logo and Brand Image

Decisions of the 2003 ICM

- Decision 1: Globalizing Justice! (ISP)
- Decision 2: Statute Amendment: Staff membership in the International Executive Committee
- Decision 3: Statute amendment: Deadline for Resolutions and Statute Amendments
- Decision 4: Statute amendment: Definition of Structure, International Network and Individual Member
- Decision 5: Granting of Dues Waivers
- Decision 6: The Relationship between International Networks and Sections and Structures
- Decision 7: Impartiality and Independence
- Decision 8: Individuals at Risk
- Decision 9: Improving Amnesty International (AI) Work on Children
- Decision 10: Human Rights of Indigenous Peoples
- Decision 11: HIV
- Decision 12: Lesbian, Gay, Bisexual and Transsexual (LGBT) Rights
- Decision 13: Use of Military Force
- Decision 14: Nuclear Arms
- Decision 15: Refugee Work under the new mission
- Decision 16: Grave Abuses resulting from the failure to respect the right to self-determination
- Decision 17: Research Review
- Decision 18: Human rights education (HRE) Strategy
- Decision 19: Economic Actors
- Decision 20: Work with law enforcement officials
- Decision 21: ARABAI
- Decision 22: Language Coverage
- Decision 23: International Coordination of membership training
- Decision 24: Growing Amnesty International
- Decision 25: Youth and Student Members: A strategy for clarification, integration and strength
- Decision 26: Rethinking the foundation of AI
- Decision 27: Nomination of candidates for international voluntary leadership posts
- Decision 28: Section and structure status
- Decision 29: Voting rights at the ICM
- Decision 30: Chairs Forum
- Decision 31: Directors Forum
- Decision 32: Standing Orders for the ICM
- Decision 33: International Accountability
- Decision 34: Democratic decision-making by AI in crisis situations
- Decision 35: Decentralized units
- Decision 36: Financial envelope
- Decision 37: Voluntary Contribution Fund alternatives
- Decision 38: Corporate fundraising
- Decision 39: Earmarked Funds
- Decision 40: The cycle of the International Council

Decisions of the 2005 ICM

- Decision 1: From Vision to Action
- Decision 2: The Protection of Human Rights through Conflict Prevention, Intervention and Condemnation of Force
- Decision 3: Sexual and Reproductive Rights
- Decision 4: Manifestly Disproportionate Punishment
- Decision 5: Economic Development, Forced Displacement and Human Rights Abuses
- Decision 6: The Rights to Water and Education
- Decision 7: Elimination and Prevention of All Forms of Religious, Ethnic and Racial Discrimination
- Decision 8: World Strategy on Armed Groups
- Decision 9: Serious Violations and the Rights to Self-Determination
- Decision 10: Research by Sections and Structures
- Decision 11: Long-Term Work on Behalf of Persons
- Decision 12: AI's Work on Behalf of Persons at Risk
- Decision 13: Transparency in Industries Exploiting Natural Resources
- Decision 14: Investment Policy of Companies
- Decision 15: Trade Liberalization Agreements and Human Rights
- Decision 16: International HRE Strategy
- Decision 17: Language Policy
- Decision 18: International Youth Strategy
- Decision 19: The Importance of AI Groups
- Decision 20: AI's International Commitment to the Organization's International Mobilization and Growth
- Decision 21: Voting Rights of Structures
- Decision 22: ICM Section Representation Determined by Number of Members
- Decision 23: Promoting Diversity
- Decision 24: Role of the Chairs Forum
- Decision 25: Three Year Cycle for the ICM
- Decision 26: Financial Envelope
- Decision 27: Enhancing AI's Reporting to Stakeholders: Aggregated Financial Accounts
- Decision 28: International Reserves Policy
- Decision 29: Assessment Contribution