

2015 AGM Decisions Implementation Report

Decision 4: Nominating Committee Composition

Passed Overwhelmingly by the 2015 AGM Voting Plenary

[A] RECOGNIZING the 2013 International Council Meeting (ICM) adopted the Core Standards;

[B] WHEREAS all AI sections are undergoing a governance review for compliance with the Core Standards;

[C] WHEREAS AIUSA is undergoing a governance review and is considering governance changes in this process;

[D] WHEREAS the AIUSA Nominating Committee has had different compositions over time and was last amended in 2007;

[E] THEREFORE BE IT RESOLVED that the AIUSA Nominating Committee be composed of five to seven (5-7) non-board members of AIUSA with at least one from each region, including at least one youth member.

[F] THEREFORE BE IT FURTHER RESOLVED that Article VIII, Section 4(b) be amended to reflect this change;

[G] THEREFORE BE IT FURTHER RESOLVED that the Nominating Committee, in their recruitment of Board candidates, will continue to make efforts to include regionally diverse candidates when they put together the slate for the Board's consideration.

Actions Taken

Bylaws amended accordingly in September 2015

Decision 5: Write-a-thon

Passed by the 2015 AGM Voting Plenary by a vote of 114-86, with 13 abstentions

[A] WHEREAS Amnesty International (AI) does not annually host a signature event as some other organizations do, such as The Leukemia and Lymphoma Society’s “Team in Training” runners;

[B] WHEREAS an annually repeated signature event would help AI bring together its decentralized, diverse membership base that is organized geographically or into membership categories that complement, but do not easily substitute for, each other;

[C] WHEREAS small events can be effective, but larger events are more likely to influence governments and corporations, attract media attention and sponsors, and recruit and retain members;

[D] WHEREAS when AI annually repeats an event, it enables local activists to build relationships with each other as well as with local AI donors (c.200K in AIUSA), local AI online activists (c.900,000 in AIUSA), and event attendees as well as sponsors, the media, venues, and vendors, enabling subsequent events to be more easily hosted because these pre-existing relationships do not have to be re-established each year;

[E] WHEREAS AI’s December 10 Global Write-a-thon, now called Write4Rights, (which has been annually repeated since 2002) globally connects local Write-a-thons (Write4Rights) hosted by local activists, whereby the local Write-a-thons (Write4Rights) typically have small (< \$100) operating budgets, are flexible in size (e.g., 1 to 100 participants) with ability to grow, are adaptable to current human rights priorities, are familiar to AI members, and can be enhanced with creative features (e.g., guest speakers, a film screening, a fundraising dinner, online social networking, etc.);

[F] WHEREAS each AI activist likely has a social network of family, friends (including online), and colleagues who do not directly support AI; however, some of

those individuals may choose to support AI through an activist who personally asks them for a donation to write letters on human rights issues that they deeply care about.

[G] THEREFORE, BE IT RESOLVED that AIUSA effectively implement and adopt as a matter of policy the selection of the Global Write-a-thon (Write4Rights) to be a signature event to annually host on or near International Human Rights Day (December 10);

[H] BE IT FURTHER RESOLVED that AIUSA commit to publicizing the event, as well as encouraging, training, and equipping activists to conduct outreach in support of the Global Write-a-thon (Write4Rights), and their AI letter writing throughout the year;

[I] BE IT FURTHER RESOLVED that the Global Write-a-thon (Write4Rights) be referenced in the next update of its strategic plan and national priorities (either as a distinct priority or under a priority); and

[J] BE IT FURTHER RESOLVED that groups are encouraged to include fundraising as part of this event.

Actions taken:

AIUSA had the biggest Write for Rights in our history in 2015, with more letters written than ever before, training at the 2015 Regional Conferences and via webinar in how to effectively take part in Write for Rights, and a special event on December 12, 2015 in New Orleans, LA in acknowledgement of International Human Rights day. Planning has already begun for the 2016 Write for Rights, including another special event which will take place in Philadelphia, PA.

Write for Rights is not featured in the 2016 – 2019 AIUSA Strategic Plan, however this plan is intended to serve as a high-level strategy document, and will be complemented by a robust and detailed annual implementation plan, in which W4R will be included. AI groups will be encouraged to fundraise as part of Write for Rights, and they will be trained and equipped to be successful in that fundraising.

AIUSA's organizers also set yearly growth goals for the number of events organized during each year's Write for Rights campaign. Their aim is both to build on the momentum of previous years and to engage diverse new audiences and activists.

Decision 6: Ending Gender Discrimination

Passed Overwhelmingly by the 2015 AGM Voting Plenary

[A] WHEREAS tolerance of discrimination against women and girls supports tolerance of violence against them and means fewer opportunities for women and girls in all aspects of life;

[B] WHEREAS many of the world's religions, cultures, and traditions discriminate against women and girls, tacitly declaring to the world that women and girls are of inferior status to men and boys;

[C] WHEREAS the Universal Declaration of Human Rights (UDHR), which serves as part of the foundation of Amnesty International's principles, specifies that human rights apply to women and men equally;

[D] THEREFORE BE IT RESOLVED that the AIUSA Board propose a discussion at the ICM of the impact of institutional gender discrimination, in both religious and secular institutions, and specifically how addressing institutional gender discrimination intersects with AI's existing work on discrimination.

Actions taken:

The deadline to propose discussions for the 2015 ICM (Jan 2015) was before the 2015 AGM (March 2015) made this decision. The Board/Delegation would need to propose at next available opportunity (likely late 2016/early 2017 for 2017 ICM).

Decision 8: International Board – Strategic Goals (Goal area 1 and part ii)(Non-binding)

Passed by the 2015 AGM Voting Plenary by a vote of 95-79, with 24 abstentions

For consideration at the International Council Meeting

The International Council

ADOPTS the following five Strategic Goals to prioritize the work of the Amnesty International movement for the period 1 January 2016 to 31 December 2019.

Amnesty International will work towards a world in which:

- 1. Everyone knows and can realize their rights (*reclaiming freedoms*)**
 - People know their rights and are empowered to claim them
 - People can claim their rights to speak out, organize and challenge injustice
 - Those defending human rights are safe and supported
- 2. Human rights and justice are enjoyed by all (*securing equal rights for all*)**
 - Greater progress towards gender equality is achieved
 - Discrimination and identity-based violence is reduced for victims of multiple discrimination
 - Economic, social and cultural rights are better realized in people's lives
- 3. People are protected during conflict (*responding to crises*)**
 - Human rights violations during conflict are prevented or ended through real-time documentation, exposure and campaigning
 - People fleeing armed conflict, torture and persecution have increased access to protection and assistance
- 4. Human rights abusers are held accountable (*ensuring accountability*)**
 - Human rights governance and accountability are strengthened at the national level, with a particular focus on supporting delivery of Goals 1–3
 - Regional and global human rights machinery is reinforced where national human rights protection is failing

- 5. To best achieve this, we will be a truly global human rights movement of people defending human rights for all (*maximizing our resources and engagement*)**
- **Amnesty International is a larger, stronger, more effective and vibrant movement**

All Amnesty International entities share the responsibility for achieving these Strategic Goals.

The Strategic Goals will guide the work and resourcing of all entities. To ensure movement resources are most effectively spent on achieving these Goals, each Goal will be accompanied by a theory of change. These will assist each entity to ensure aligned operational planning, resource allocation and monitoring of progress and impact.

The International Board may amend these Strategic Goals if necessary to ensure that Amnesty's priorities have the maximum possible impact with the available resources.

Actions taken:

Decision below passed at the 2015 ICM:

1. STRATEGIC GOALS

The International Council

ADOPTS the following five Strategic Goals to prioritize the work of the Amnesty International movement for the period 1 January 2016 to 31 December 2019.

Amnesty International will work towards a world in which:

1 Everyone knows and can claim their rights (reclaiming freedoms)

- Those defending human rights are safe and supported
- People know their rights and are empowered to claim them
- People can claim their rights to speak out, organize and challenge injustice

2 Human rights and justice are enjoyed without discrimination (securing equal rights for all)

- Discrimination and identity-based violence are reduced
- Progress towards equality on the basis of gender, sexual orientation and gender identity and expression is achieved
- Economic, social and cultural rights are better realized in people's lives

3 People are protected during conflict and crises (responding to crises)

- Those responsible for human rights abuses are held accountable and victims have access to justice, truth and reparation
- People affected by or fleeing conflict, crisis, torture or persecution have access to adequate protection and assistance
- Civilians are better protected through effective action by international, regional and national institutions and mechanisms

4 Human rights abusers are held accountable (ensuring accountability)

- Human rights governance and accountability are strengthened at the national level, with a particular focus on supporting delivery of Goals 1–3
- Regional and global human rights mechanisms are reinforced where national human rights protection is failing

5 To best achieve this, we will be a truly global human rights movement of people defending human rights for all (maximizing our resources and engagement)

- Amnesty International is a larger, stronger and more diverse movement, with strengthened capacity to achieve human rights impact
- Active participation of a more diverse constituency is strengthened at all levels of Amnesty International's work.

All Amnesty International entities share the responsibility for achieving these Strategic Goals.

Promoting women's human rights and gender equality will be a central cross-cutting driving force in the implementation of all Strategic Goals.

The Strategic Goals will guide the work and resourcing of all entities. To ensure movement resources are most effectively spent on achieving these Goals, each Goal will be accompanied by a theory of change. These will assist each entity to ensure aligned operational planning, resource allocation and monitoring of progress and impact.

The International Board may amend these Strategic Goals if necessary to ensure that Amnesty International's priorities have the maximum possible impact with the available resources.

Decision 9: International Board - New assessment framework: the Distribution Model (5a.3.) (Non-binding)

Passed by the 2015 AGM Voting Plenary by a vote of 105-81, with 11 abstentions

For consideration at the International Council Meeting

The International Council, having reviewed 2013 ICM Decision 1 and the work of the working group established as a result of it,

DECIDES that the current assessment system will be replaced by the following distribution system from 1 January 2016:

- (i) Assessable income will be redefined to mean income available for core human rights work, which will be distributed between sections and the international budget¹.**
- (ii) Assessable income will be calculated as follows:
Assessable income = Total income – non-assessable income – fundraising expenditure – core costs (capped) – other deductible expenditure**
- (iii) The following income categories will be considered non-assessable income:**
 - Income received from the international budget or from another AI entity provided that it is approved by the Secretary General (SG). This includes income received to fund a SG approved international function performed on behalf of the movement.**
 - Restricted income spent locally or through the international budget with the agreement of the SG. Restricted income will include income earmarked for relief.**
 - Benefits-in-kind through donated services.**
- (iv) Fundraising expenditure will be as defined in the Common Chart of Accounts. “Core costs” are equivalent to organizational support costs as defined in the Common Chart of Accounts.**
- (v) The deduction for core costs will be capped at 17.5% of gross income.**

¹ It is important to be aware that a share of the international budget expenditure goes to fundraising and core costs.

- (vi) The following expenditure category will be accepted as other deductible expenditure from the assessable income:
- Funds granted to another Amnesty International entity, provided that the grant is approved by the SG.
- (vii) Additional Voluntary Contributions (AVCs) paid to the international budget will not be deductible from the assessable income. If a section finds that it has spare reserves after payment of assessment, it may decide to pay an AVC from its remaining surpluses.
- (viii) Repayments on FIF loans are not deductible from the assessable income.
- (ix) There will be four assessment bands as set out in the table below. The percentage for each band will apply to assessable income in that band only:

Band	Rate
€0 - €200,000	0%
€200,001 - €500,000	20%
€500,001 - €1,000,000	42.5%
€1,000,001 and above	62.5%

These bands will be applied based on annual assessable income.

- (x) The assessment contribution paid by a section in a particular year will be based on the assessable income in that same year. For the first two quarters of any year, assessment payments will be calculated using budget figures for that year. Assessment payments for the last two quarters of the year will be calculated based on section forecasts, adjusted to reflect the actual performance of the section in previous quarter(s) (as reported by sections quarterly through the COCOA reporting). The final quarterly adjustment each year will be based on the section's audited figures for that year.
- (xi) Assessable income and assessment contributions will be calculated in Euros but will be invoiced and paid in local currencies. Current year budget rates as defined by the International Secretariat will be used through the year for the purpose of assessment calculations.
- (xii) For simplicity purposes, sections exceeding for the first time the cap of €200,000 in annual assessable income will be assessed at the end of the year

based on the reporting of their full year figures as part of the fourth quarter COCOA reporting.

- (xiii) A report on the transition from the current assessment system to the Distribution Model will be provided at the 2017 ICM. A comprehensive evaluation of the Distribution Model will be presented at the 2021 ICM, whilst the 2019 ICM will be used to report early results and performance indicators.**
- (xiv) The target 40% of global income to be made available to the international budget, decided by 2009 ICM Decision 15 and confirmed by 2011 ICM Decision 18 no longer applies. The movement aims to create the conditions for an increase in global income generating a related sustained increase of the international budget over the years. i.e. seeking to achieve an increase in the absolute amount which is a more relevant target.**
- (xv) For transition purposes under the proposed adoption path, 2016 sections' assessments will be calculated as an average between the current model (which considers 2014 figures) and the Distribution Model (which is based on the net of 2016 results). 2017 would see a full adoption of the Distribution Model.**

Sections which experience an increase in assessment in 2016 under the Distribution Model greater than 10% of what they would have paid under the current model can elect to lengthen the transition by a further year, with full implementation of the Distribution Model in 2018. In such case, assessment under the extended adoption path would be: 2/3 current model, 1/3 Distribution Model in 2016, 1/3 current model, 2/3 Distribution Model in 2017, and full adoption of the Distribution Model in 2018.

- (xvi) Referring to article (vii) and for transition purposes the relief applicable under the current model for AVCs paid in 2014 and 2015 will be deducted from the assessment due in 2016 and/or 2017.**
- (xvii) The International Board has decision making authority for any variations from the implementation of the agreed distribution system in line with the agreed materiality guidelines.**

Actions taken:

Decision below passed at the 2015 ICM:

7. NEW ASSESSMENT FRAMEWORK:

THE DISTRIBUTION MODEL

The International Council

Having reviewed 2013 ICM Decision 1 and the work of the working group established as a result of it

DECIDES that the current assessment system will be replaced by the following distribution system from 1 January 2016:

- (i) Assessable income will be redefined to mean income available for human rights work, which will be distributed between sections and the international budget².
- (ii) Assessable income will be calculated as follows: Assessable income = Total income – non-assessable income – deductible fundraising expenditure – core costs (capped) – other deductible expenditure
- (iii) The following income categories will be considered non-assessable income:
 - a. Income received from the international budget or from another AI entity provided that it is approved by the Secretary General (SG).
 - b. Restricted income spent locally or through the international budget with the agreement of the SG. Restricted income will include income earmarked for relief.
 - c. Benefits-in-kind through donated services.
- (iv) Fundraising expenditure will be as defined in the Common Chart of Accounts. All fundraising expenditure is deductible, except:
 - a. Where an entity receives a FIF grant, fundraising expenditure incurred by that entity, up to the FIF grant amount, will not be deductible from the assessable income in the year when the grant is received. In the event that the FIF grant is not fully spent in the financial year of receipt, any balance of unspent fundraising grant expenditure incurred in the second year will not be deducted.
- (v) “Core costs” are equivalent to organizational support costs as defined in the Common Chart of Accounts.
- (vi) The deduction for core costs will be capped at 17.5% of gross income.

² It is important to be aware that a share of the international budget expenditure goes to fundraising and core costs.

- (vii) The following expenditure category will be accepted as other deductible expenditure from the assessable income:
 - a. Funds granted to another Amnesty International entity, provided that the grant is approved by the SG.
- (viii) Approved international functions (as defined in the international functions guidelines) will be funded by the International Secretariat by way of a credit against the calculated assessment.
- (ix) Additional Voluntary Contributions (AVCs) paid to the international budget will not be deductible from the assessable income. If a section finds that it has spare reserves after payment of assessment, it may decide to pay an AVC from its remaining surpluses.
- (x) Repayments on FIF loans are not deductible from the assessable income.
- (xi) There will be four assessment bands as set out in the table below. The percentage for each band will apply to assessable income in that band only:

Band	Rate
€0 - €200,000	0%
€200,001 - €500,000	20%
€500,001 - €1,000,000	42.5%
€1,000,001 and above	62.5%

These bands will be applied based on annual assessable income.

- (xii) The assessment contribution paid by a section in a particular year will be based on the assessable income in that same year. For the first two quarters of any year, assessment payments will be calculated using budget figures for that year. Assessment payments for the last two quarters of the year will be calculated based on section forecasts, adjusted to reflect the actual performance of the section in previous quarter(s) (as reported by sections quarterly through the COCOA reporting). The final quarterly adjustment each year will be based on the section's audited figures for that year.
- (xiii) Assessable income and assessment contributions will be calculated in Euros but will be invoiced and paid in local currencies.
- (xiv) For simplicity purposes, sections exceeding for the first time the cap of €200,000 in annual assessable income will be assessed at the end of the year based on the reporting of their full year figures as part of the fourth quarter COCOA reporting.

- (xv) A report on the transition from the current assessment system to the Distribution Model will be provided at the 2017 ICM. A comprehensive evaluation of the Distribution Model will be presented at the 2021 ICM, whilst the 2019 ICM will be used to report initial experience and performance indicators.
- (xvi) The target 40% of global income to be made available to the international budget, decided by 2009 ICM Decision 15 and confirmed by 2011 ICM Decision 18 no longer applies. The movement aims to create the conditions for an increase in global income generating a related sustained increase of the international budget over the years. i.e. seeking to achieve an increase in the absolute amount which is a more relevant target.
- (xvii) For transition purposes under the proposed adoption path, 2016 sections' assessments will be calculated as an average between the current assessment system (which considers 2014 figures) and the Distribution Model (which is based on the net of 2016 results). 2017 would see a full adoption of the Distribution Model. Sections which experience an increase in assessment in 2016 under the Distribution Model greater than 10% of what they would have paid under the current assessment system can elect to lengthen the transition by a further year, with full implementation of the Distribution Model in 2018. In such case, assessment under the extended adoption path would be: 2/3 current assessment system, 1/3 Distribution Model in 2016, 1/3 current assessment system, 2/3 Distribution Model in 2017, and full adoption of the Distribution Model in 2018.
- (xviii) Referring to article (vii) and for transition purposes the relief applicable under the current assessment system for AVCs paid in 2014 and 2015 will be deducted from the assessment due in 2016 and/or 2017.
- (xix) The International Board has decision making authority for any variations from the implementation of the agreed distribution system in line with the agreed materiality guidelines.

Decision 11: Strengthening of the work with individuals (1.2) (Non-binding)

Passed by the 2015 AGM Voting Plenary by a vote of 108-76, with 7 abstentions

Submitted by AI Sweden and Finland for consideration at the International Council Meeting

The International Council:

REAFFIRMS that the work with individuals is a core of Amnesty International

REQUESTS the International Board to ensure that the direct work from individual to individual is further developed and strengthened as a strategic core area of AI's work.

Actions taken:

Decision below passed at the 2015 ICM:

2. STRENGTHENING OF THE WORK WITH INDIVIDUALS

The International Council

REAFFIRMS that the work with individuals is a core area of Amnesty International's work.

INSTRUCTS the International Board to ensure that the direct work from individual to individual is a strategic core area of AI's work and that it will be further developed, strengthened and evaluated.

REQUESTS the International Board to allocate sufficient resources for this work.

Decision 12: Debate on a change of policy with regard to the detention of migrants facing deportation (3.2) (Non-binding)

Passed overwhelmingly by the 2015 AGM Voting Plenary

Submitted by AI Spain for consideration at the International Council Meeting

The International Council

REQUESTS the International Board to launch a consultation process during 2015 and 2016, both within and outside the movement, in order to incorporate into Amnesty International's current policy on the detention of irregular migrants its opposition to detaining such people when it is done in order to ensure their deportation and return to their country of origin, and to give it a much higher profile in any campaigns and actions that are carried out on the rights of people who are on the move.

During this consultation process, a document will be drawn up to include all the information available from AI and international human rights organizations about the impact on the rights of migrants of the detention measures currently applied (human rights violations in detention centers, the risk of helping to stigmatize that group, etc.) and all the international standards (regulations, case law, principles, legal writings) that currently exist in international human rights law in support of that position, as well as the arguments and standards that question it. The document should also contain the organization's current policy on immigration control (alternatives to detention, opposition to the criminalization of irregular immigration in both the countries of origin and the host countries).

The document will be sent for consultation to sections, as well as organizations outside of AI specializing in issues relating to immigration detention and the International Board will use the results of the consultation to decide whether or not to amend AI's current policy on the rights of migrants.

Actions taken:

Decision below passed at the 2015 ICM:

6. DEBATE ON A CHANGE OF POLICY WITH REGARD TO THE DETENTION OF MIGRANTS FACING DEPORTATION

The International Council

REQUESTS the International Board to review Amnesty International's current policy on the detention of irregular migrants. More specifically, the organization's acceptance of detention measures as permissible as a last resort and under specific circumstances (e.g. to prevent irregular migrants or asylum-seekers from absconding, to verify their identity or to ensure their compliance with a removal order) should be thoroughly revised with an aim to study the feasibility of Amnesty International's opposition to those measures and, thereby, strengthen the organization's profile in any campaigns and actions on the rights of people on the move.

The review process should be based on critical analysis of the impact of detention measures currently applied on the rights of irregular migrants (e.g. the higher risk of arbitrary detention, human rights violations in detention centres, the stigmatization of irregular migrants). Analysis should be based on applicable international norms, as well as available information on their implementation in different countries and regions, including relevant case law. Amnesty International's current policies on all other areas in relation to migration, more specifically on immigration control, alternatives to pre-deportation detention and the denial of criminalization of irregular migrants, should be taken into consideration.

In order to broaden Amnesty International's expertise on the situation of the detention of irregular migrants, the International Board should ensure sections' involvement in the review process.

This process should take place over the course of the next two years.

Decision 13: Ensuring presence and growth in the Global South (5b.1) (Non-binding)

Passed overwhelmingly by the 2015 AGM Voting Plenary

Submitted by AI Switzerland for consideration at the International Council Meeting

The International Council:

CONCERNED about the risk of closing small sections and structures in the Global South and East based on country priorities and financial considerations, and about the possible loss of growth opportunities in these sections and structures,

INSTRUCTS the International Board:

To ensure that funding for grants to internationally financed sections and structures (Resource Allocation Mechanism RAM flow 4) is maintained at least at its current level independently of country priority as long as the support from the international budget is required, thereby ensuring that the existence of no internationally financed section or structure is threatened for purely financial reasons;

To ensure that the RAM flow 4 financing mechanism is developed in a way that allows internationally financed sections and structures to adopt operational plans for a period of at least 2 years and that encourages them to seek local funding;

To ensure that a part of the additional funds for priority investments is allocated to the RAM flow 4, based on a specific country prioritization decision mechanism for growth investments in internationally financed entities. Such a mechanism has to take into account factors such as organizational indicators, local relevance, long-term impact and the economic resources available in the respective country;

To submit to the ICM 2017 a Funding Regulation for RAM flow 4 for approval. This Regulation must include the above mentioned points and regulate consultation and governance competences regarding the decisions that determine the RAM flow 4.

Actions taken:

Decision below passed at the 2015 ICM:

8. ENSURING PRESENCE AND GROWTH IN THE GLOBAL SOUTH

The International Council

CONCERNED about the risk of closing small sections and structures in the Global South and East based on country priorities and financial considerations, and about the possible loss of growth opportunities in these sections and structures
INSTRUCTS the International Board:

- To ensure that the total level of funding provided to internationally financed sections and structures from the international budget is maintained at least at its current level.
- To ensure that the level of international grant funding to any individual section or structure is never reduced to a degree that would threaten their existence based exclusively on any limitations in the international expenditure budget.
- To assist any section aspiring to financial independence to do so through financial support and information transfer as necessary.
- To ensure that the international grant funding process for sections and structures is developed in a way that allows internationally financed sections and structures to adopt operational plans for a period of at least 2 years and that encourages them to seek local funding.
- To ensure that a part of the additional funds for priority investments in sections and structures is allocated based on a specific country prioritization decision-making process for growth investments in internationally financed entities.
- To develop and adopt an international funding guideline for sections and structures