



Amnesty International members only

33rd International Council Meeting

Circular 6: Second version resolutions, workshops and ICM agenda

AI Index: ORG 10/6316/2017
To: Sections and structures
ICM Session: All sessions
From: 2017 ICM Preparatory Committee
Date: 12 June 2017

PURPOSE STATEMENT

This document summarises resolutions and workshops for discussion at the 2017 International Council Meeting, as they stand on 12 June, 2017. It incorporates amendments to the first batch of resolutions submitted in January 2017 by sections and the International Board. It also includes preliminary budget costings for all resolutions (as per the ICM Standing Orders¹), as well as advice from the International Board and the Secretary General on the resolutions.

The following changes have occurred post the initial circular. Please note that resolution reference numbers below refer to those used in *ORG 10 5759 2017: Circular 4_First version resolutions*:

- **Amendments:** Resolutions 1.01, 1.02, 1.03, 1.04, 1.05, 1.06, 1.07, 1.08, 1.13, 2.05, 2.06, 2.07, 2.11, 2.12, 2.13
- **Retractions:** 1.12, 3.04
- **Mergers:** 1.10 & 1.11, 2.01 & 2.02, 2.03, 2.04
- **Resolutions retracted and re-submitted as workshops:** 2.10, 2.14, 2.17
- **Revised workshop discussions:** Workshop 2, Workshop 3

DISTRIBUTION

- This circular should be shared with your section / structure's ICM delegation, board, members and staff.
- This document should be shared with anyone else involved in ICM preparation.
- All ICM papers are available on the ICM website: [2017 ICM website](#) (Password: 2017ICM_Rome (o = zero))

¹ ORG 50 2431 2016: 2015 ICM Standing Orders

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2017 ICM PAPERS LIST

All ICM papers and background papers are available on the ICM website: password 2017_ICMRome (o = zero)

[2017 ICM website](#)

Release date	Circular No.	Paper title (Circulars 1, 3 and 4 have been removed from this table, but are available on the ICM website)	Session	AI index number
Oct 2016	2	Call for internationally elected positions	N/A	ORG 50 4954/2016
June 2017	5	Section and structure voting entitlements	S26 & S27	ORG 10/6318/2017
June 2017	6	Second version resolutions, preliminary costings and draft agenda	Full ICM	ORG 10/6316/2017
June 2017	7	Governance Reform: The new Governance Model explained	Governance Reform working party	ORG 10 6247/2017
June 2017	8	Governance Reform: Frequently asked questions		ORG 10 6248/2017
June 2017	9	Development of a Policy on State Obligations on Elections	HR Pol working party	ORG 10/6310/2017
June 2017	10	Human Rights aspects of climate change		ORG 10/6302/2017
June 2017	11	Drugs and Human Rights		ORG 10/6311/2017
June 2017	12	Military Occupation as an Amnesty Policy Issue		ORG 10/6312/2017
June 2017	13	Civil disobedience and boycotts		ORG 10/6181/2017
July 2017	14	Update on implementation of 2015 ICM decisions and International Board and International Treasurer's Report	S6	TBC
July 2017	15	Secretary General's report to the ICM	S6	TBC
July 2017	16	State of the movement report	S16	TBC
July 2017	17	Final version draft agenda, preparing for the ICM	Full ICM	TBC
July 2017	18	Nominations to internationally elected positions	S7	TBC
Post ICM papers				
Aug 2017	N/A	2017 ICM Decisions Report	N/A	TBC
Sep 2017	N/A	Report of the 2017 ICM	N/A	TBC

Background papers

Release date	Paper title	Sessions	AI index number
June 2017	Discussion framework for Governance Reform Working Parties	Governance Reform working party	ORG 10/6313/2017

Session key

	ICM plenary session
	ICM plenary: HR context
	Governance Reform working party

	HR Policy working party
	Workshop
	Organisational working party
	Regional meetings

MESSAGE FROM THE 2017 PREPCOM

Dear friends,

We want to begin this message with a sincere *Thank you* to all those sections that submitted revised or merged resolutions by the 11 May deadline. As you will see from the cover page, 15 resolutions were amended, 2 retracted, 6 merged and 3 re-submitted as workshops. Your efforts and collaboration over the past months mean that we will have more focused, strategic conversations at the ICM, and this is evident in the revised ICM agenda (p.8) and the Allocations of resolutions list (p.9).

As with all our international meetings, we want to make Human Rights the focus of everything we do. On the agenda you will see that each day starts with a plenary session on a key Human Rights theme, with a particular focus on youth on Day 2 of the ICM, since Saturday 12 August is International Youth Day. These HR panels will be an opportunity to hear about the external Human Rights context, and what Amnesty is working on and needs to do more of, to address these challenges in an increasingly hostile environment for Human Rights. The afternoon of Day 2 is dedicated solely to Human Rights workshops (*sessions 11 & 12*). Finally, Human Rights “energisers” will take place throughout the meeting, in the form of short interventions where Human Rights defenders and activists will come into our meeting to share their experiences and challenge us to think differently. The timings and content of these “energisers” will be a surprise, so watch this space ...

As mentioned in our secchair email shared on 30 May, we are using this circular to share more information on how we propose dealing with discussions on Governance Reform. This is a broad topic made up of many smaller, interconnected elements. Rather than discussing governance resolutions individually, discussions will be divided into a set of “themes” which cut across various resolutions. The outcomes of the two Governance Reform Working Parties’ discussions will be collated on a daily basis and used to revise the Statute and other governance documents to accurately reflect the discussions in the Working Parties by a Statute & Regulations drafting committee. This drafting committee will be made up of two members from each Governance Reform Working Party agreed in the Working Parties’ first joint session (*session 3*), one member of the International Board, the International Secretariat’s Legal Counsel, Koldo and Awuor (as the facilitators for the Governance Working Parties). The group will have a challenging role in revising our governing document as well as the proposed Statute of Amnesty International, and we need to ensure the two appointed members from each Governance Reform Working Party have the necessary background and technical expertise to fulfil this important task. Finally, to ensure this is a transparent and inclusive process, the International Council will be updated on the revision group’s work on a daily basis (*session 9*), with a view to making decisions on their revisions to the Statute and Regulations (*sessions 14 & 21*) throughout the course of the meeting. The International Council will decide on the Statute as a whole in the final plenary decisions session (*session 26 & 27*).

In our 30 May email we also talked about how we will ensure all our discussions, and in particular those on the Governance Reform, will be constructive and bring together the diverse voices of our movement. Ensuring equality of contribution to decision-making is an important issue for the PrepCom and one we have given a lot of thought to. We have developed a framework for Working Party discussions which we hope will create an enabling environment for our youth delegates, first time participants, our colleagues from the global south and non-native English, French and Spanish speakers. The Working Party Facilitators will take measures to ensure these groups are actively involved and respected in discussions. The ICM is the moment we come together and make decisions on our movement’s future and we in the PrepCom are committed to facilitating the movement on its journey in a positive, neutral way. We hope

that this will allow you as delegates to hear, understand and appreciate one another's opinions and the outcomes – however challenging - of our discussions. We are all responsible for creating an inclusive, unifying, respectful environment.

As in 2015, we will hold preparatory webinars with first time participants towards the end of June – more details will follow soon. As a section chair, if you have first time participants in your delegation, please take the time to induct them on the content and format of the meeting. We encourage you to go through the discussion circulars with them and set-up regular meetings of your ICM delegation now, so that all participants are equally equipped to participate in August. If you yourself are a new chair *and* a first time participant, speak to others from your section who have already been to an ICM. Another great tool for all participants, old and new, is the induction page and induction video on the ICM website: Link to ICM website: [2017 ICM website](#)

We really look forward to seeing you in Rome, in just over eight weeks' time. We would love to hear from you before then at ICM@amnesty.org if you have any comments or suggestions to share.

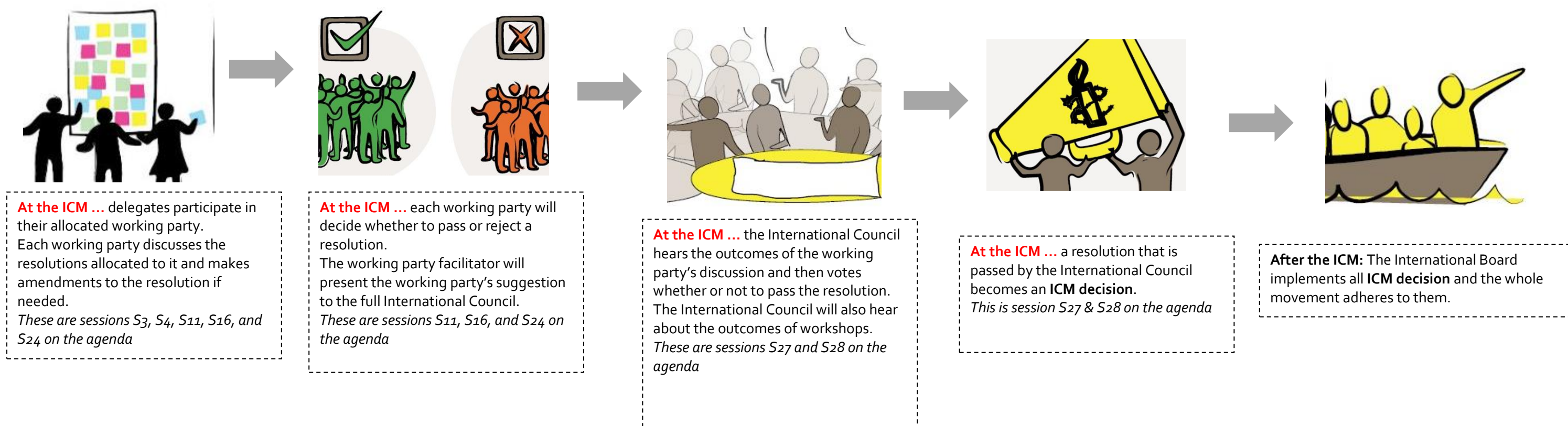
Best wishes,

Christine Pamp (ICM Chair), Koldo Casla, Awuor Ayiecho, Rosslyn Noonan and Laurent Deutsch, Nicole Bieske (Chair, International Board), Colm o'Cuanachain (Senior Director, Office of the Secretary General, International Secretariat)

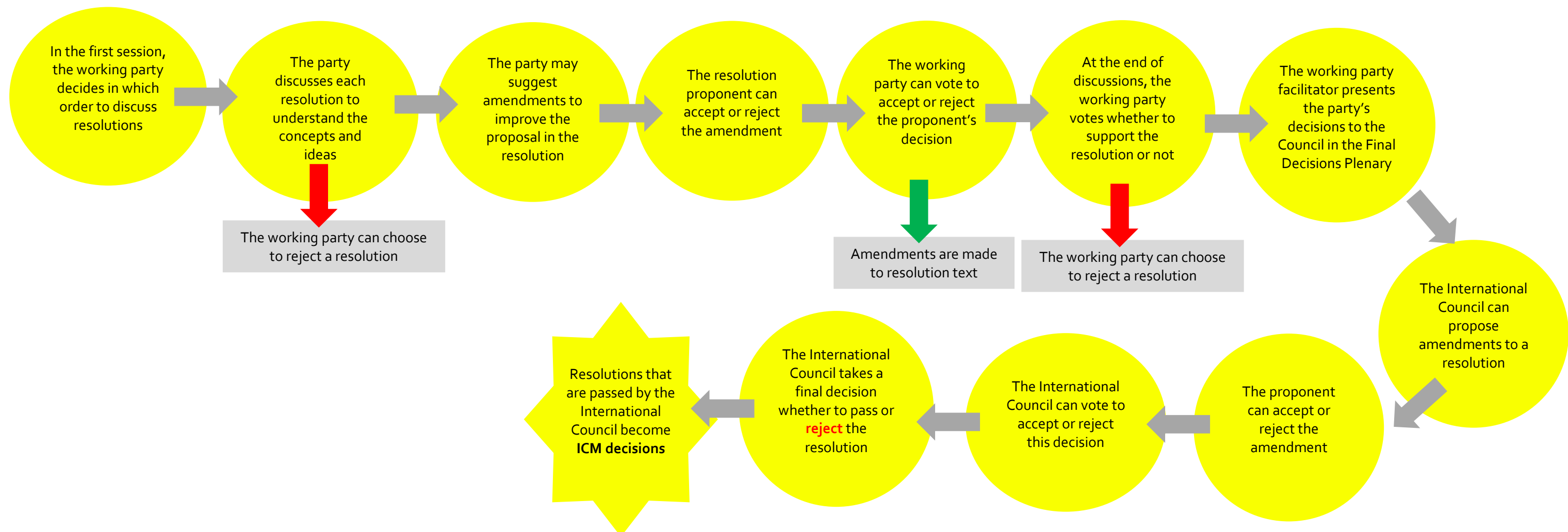
NEXT STEPS AND KEY DATES TO HELP YOU PREPARE FOR THE ICM

Date	Key ICM event	What you need to do
11 Jun 2017	ICM discussion circulars released. Deadline nominations other internationally elected positions.	<ul style="list-style-type: none"> ➡ Discuss the papers with your ICM delegation, board, members and staff. ➡ Submit nominations for other vacancies. ➡ See ICM website for more information. ➡ First time participants: participate in PrepCom ICM preparation webinars
11 Jul 2017	ICM accountability circulars released.	<ul style="list-style-type: none"> ➡ Discuss the papers with your ICM delegation, board, members and staff. ➡ See ICM website for more information. ➡ Section chairs: participate in International Board webinars on ICM discussions.
17 Jul 2017	Circular Nominations for internationally elected positions released.	<ul style="list-style-type: none"> ➡ Review nomination with your board and prepare interview questions for candidates.
11 Aug 2017	2017 ICM.	<ul style="list-style-type: none"> ➡ Ensure your ICM delegation is fully prepared and ready to participate in the meeting.
17 Aug 2017	PrepCom releases 2017 ICM Decisions.	<ul style="list-style-type: none"> ➡ Share the outcomes of the ICM with your board, members and staff.

HOW ARE DECISIONS MADE AT THE ICM? The PrepCom is committed to making ICM processes easily understandable so that everyone can participate in discussions on the future of our movement.



HOW ARE RESOLUTIONS DISCUSSED AT THE ICM?



2017 ICM DRAFT AGENDA**Meeting objectives: By the end of the 2017 ICM, the International Council will ...**

- 1) Ensure Amnesty International is well-positioned to respond to new challenges in the external human rights environment.
- 2) Approve a revised governance model to enable Amnesty International to achieve increased human rights impact
- 3) Approve Human Rights policies to enable Amnesty International to remain at the forefront of the Human Rights agenda

Thursday 10 August			Friday 11 August - Day 1				Saturday 12 August - Day 2 (International Youth Day)				Sunday 13 August - Day 3				Monday 14 August - Day 4				Tuesday 15 August - Day 5				
09:00 - 10:45	Youth Day (A1)	Chairs day (A2)	(S1) 08:30 - 09:30	Welcome Agenda approval and formal business			(S8) 09:00 - 10:00	HR context: ESCR (with a particular focus on Youth)			(S13) 09:00 - 10:00	HR context: Growth			(S20) 09:00 - 10:00	HR context: Human Rights Defenders			(S25) 09:00 - 10:00	Elections results HR context: New ways of organising			
			(S2) 09:30- 10:30	HR context: Politics of demonization and populism			(S9) 10:00 - 10:45	Governance Reform: update on working parties' discussions			(S14) 10:00 - 10:45	Governance Reform: decision moment			(S21) 10:00 - 10:45	Governance Reform: decision moment							
																(S22) 10:45 - 11:00	Final message from ICM Chair before WP wrap up sessions						
10:45 - 11:00	Break		10:30 - 11:00	Break			10:45 - 11:15	Break			10:45 - 11:15	Break (Nominations close)			11:00 - 11:30	Break (Election ballots distributed)			10:00 - 10:30	Break			
11:00 - 13:00	Youth Day (A1)	Chairs day (A2)	(S3) 11:00 - 12:00	Gov Ref Working Parties: introductions and agenda	HR Policy: introductions and agenda	Org WP: introductions and WP agenda Treasurer & FAC reports	(S10) 11:15 - 13:30	Gov Ref WP A	Gov Ref WP B	HR Policy WP	ORG WP: workshop Role of sections	(S15) 11:15 - 13:15	Gov Ref WP A	Gov Ref WP B	HR Policy WP	ORG WP: workshop Priority Countries and resolutions	(S23) 11:30 - 13:30	Gov Ref WP A: wrap up	Gov Ref WP B: wrap up	HR Policy: wrap up	ORG WP: wrap up	(S26) 10:30 - 12:30	Decisions session
			(S4) 12:00 - 13:00	Gov Ref WP A	Gov Ref WP B	HR Policy WP																	
13:00 - 14:00		Lunch		13:00 - 14:30	Lunch			13:30 - 15:00	Lunch				13:15 - 14:45	Lunch				13:30 - 15:00	Lunch (Elections)				
14:00 - 16:00	Youth Day (A1)	Chairs day (A2)	(S5) 14:30 - 15:30	Gov Ref WP A	Gov Ref WP B	HR Policy WP	ORG WP: GTP final assessment continued	(S11) 15:00 - 16:00	Workshop 1 (LGBTIQ rights)	Workshop 2 (Civil Disobedience & Boycotts)	Workshop 3 (Sporting Orgs)	(S16) 14:45 - 16:00	State of the Movement			(S24a) 15:00 - 16:30	Regional meetings (x5)			(S27) 14:00 - 16:00	Decisions session		
												(S17) 16:00 - 16:45	Mutual accountability session										
16:00 - 16:30		Break		15:30 - 16:00	Break				16:00 - 16:30	Break			16:45 - 17:15	Break			16:30 - 17:00	Break				16:00 - 16:30	Break
16:30 - 18:30	First time participants session (A3)		(S6) 16:00 - 17:15	International Board and Secretary General Reports			(S12) 16:30 - 17:30	Workshop 1 (LGBTIQ rights)	Workshop 2 (Civil Disobedience & Boycotts)	Workshop 3 (Sporting Orgs)	(S18) 17:15 - 18:00	Meet the International Board candidates			(S24b) 17:00 - 18:00	Regional meetings (x5)			(S28) 16:30 - 17:30	Closing session Goodbyes and thank yous			
			(S7) 17:15 - 18:15	INC Report and introduction of candidates		Directors Forum session (finish 18:30)					(S19) 18:00	Social time											
Welcome drink Followed by dinner			19:00	Dinner			19:00	Dinner			19:30	Dinner			19:00	Celebration dinner					19:00	Dinner	

Session key

	ICM plenary session			Workshop				Governance Reform working party			Regional meetings
	ICM plenary: HR context session			Organisational working party				HR Policy working party			Directors Forum session

ALLOCATION OF RESOLUTIONS AND WORKSHOPS

1. Governance Reform Working Parties: Governance Reform will be discussed in two parallel working parties. The discussions will be focused around themes (see below), and relevant text from the different Governance Reform resolutions will be divided across the two working parties². (Please note that any updates to these allocations will be shared with the revised ICM agenda on 11 July.)		2.Human Rights Policy Working Party: Rosslyn Noonan Facilitator: Rosslyn Noonan (English)
Governance Reform Working Party A Facilitator: Koldo Casla (Spanish)	Governance Reform Working Party B Facilitator: Awuor Ayiecho (English)	2.01. AI USA, AI Greece, AI France, AI Spain : Developing a policy on military occupations
Global Assembly and the International Board – roles and responsibilities Resolutions 1.01, 1.02, 1.10	The movement Resolutions 1.01, 1.06, 1.11	2.02. AI Mexico and AI USA: Drug Control and Human Rights
		2.03. AI Greece: Drug Control and Human Rights
Global Assembly – composition, meeting, chair, quorum Resolutions 1.01, 1.02, 1.04	International Board – composition, ways of working, dismissal Resolutions 1.01, 1.02, 1.04	2.04. International Board: Development of a policy on state obligations on elections
		2.05. AI UK, AI Ireland, AI Sweden, AI Argentina, AI Paraguay, AI Uruguay, AI Peru, AI Tunisia, AI Israel, AI France, AI Chile: Review of AI's abortion policy
Preparatory Committee Resolutions 1.01, 1.02, 1.03, 1.04, 1.09	International Nominations Committee & Finance and Audit Committee Resolutions 1.02, 1.04	2.06. AI UK and AI Aotearoa / New Zealand: Human Rights impact of climate change
		2.07. AI Israel: Conscientious Objectors
Voting Resolutions 1.01, 1.02, 1.07,	Review Mechanism Resolution 1.01, 1.02, 1.04. 1.08,	2.08. AI France: Further research into “sex work”
	Global Assembly Decision-making Resolutions 1.02, 1.05	2.09. AI France: Protection for whistle blowers
		2.10. AI Luxembourg: Banks and the arms trade
		2.11. AI Luxembourg: Protecting the rights of people with disabilities
3.Organisational Working Party Facilitator: Laurent Deutsch (French)		Workshop discussions
3.01: Organisational workshop: AI Netherlands, AI Algeria, AI Belgium Francophone, AI Cote D’Ivoire, AI Denmark, AI France, AI Germany, AI Italy, AI Japan, AI Luxembourg, AI Norway, AI USA, AI Philippines, AI Zimbabwe, AI Argentina, AI Mexico, and AI Switzerland: The role of sections/structures		W1. AI Sweden and AI Puerto Rico: Strengthening LGBTI rights in AI’s IAR work
3.02: International Board: Aligning budgeting globally		W2. AI USA, AI Italy and International Board: Civil Disobedience and Boycotts
3.03: AI Algeria, AI Belgium FR, AI Cote D’Ivoire, AI Denmark, AI France, AI Germany, AI Italy, AI Japan, AI Luxembourg, AI Netherlands, AI Norway, and AI Switzerland: The role of sections		W3. AI Norway: How to work towards major sports organisations and events for human rights impact
3.04: AI Germany: Ensuring Amnesty presence worldwide		

² Please see “Discussion framework for Governance Reform Working Parties (ORG 10/6313/2017)” for more detailed information. All papers are available on the ICM website: [2017 ICM website](#) (Password: 2017ICM_Rome (0 = zero))

1. GOVERNANCE REFORM WORKING PARTIES

1.01. INTERNATIONAL BOARD: STATUTE OF AMNESTY INTERNATIONAL

The International Council

DECIDES TO

Approve the updated Statute of Amnesty International (Appendix 1) to give effect to the governance reform including the following core changes:

- (a) the establishment of the Global Assembly as a permanent body meeting annually to replace the International Council and Chairs Forum;
 - (b) a new system of voting;
 - (c) the establishment of the Preparatory Committee as a statutory committee;
 - (d) a reduction in the term for International Board members to three years;
 - (e) the establishment of a Process for Review of International Board decisions on membership status to replace the Membership Appeals Committee; and
 - (f) the removal of the international networks and affiliated groups as statutory groups.
-

EXPLANATORY NOTE

Decision 7 of the 2013 International Council Meeting (ICM) acknowledged the need for Amnesty International to review its governance so that it is 'fit for purpose' and ensures maximum human rights impact. It also made a clear call to the International Board (Board) that governance reform needed to happen now to complement the new operational models introduced as part of the Global Transition Programme.

The Governance Committee, on behalf of the Board, has carried out extensive consultations with the movement and sought external advice over a three-year period to ensure the implementation of this Decision. The proposed updated Statute reflects the governance reform proposals which resulted from these consultations.

The Statute has been redrafted in line with repeated recommendations to provide a more comprehensible and concise document. Current Articles 1-3 (the vision and mission, values and methods) are unchanged, and all remaining parts have been redrafted. The updated document retains the key principles and content of the current document, and implements the features of the governance reform in a fresh format and style, removing unnecessary procedural detail and outdated content. The Global Governance Regulations (Resolution 1.02) complement the Statute, describe the working rules of the Global Assembly and contain the procedural content that has been removed from the current version of the Statute.

Process for approval of the new Statute at the 2017 ICM

- The core changes (resolution articles a – f) will be discussed and voted on individually before the International Council votes on the updated Statute as an entire document.
- Discussions on the above changes will happen in conjunction with discussions on relevant parts of the resolution on the Global Governance Regulations.
- Each of the component parts of the Statute needs to be passed by a two-thirds majority of votes cast.
- The Statute as a whole needs to be approved by a two-thirds majority of votes cast.

This resolution should be read in conjunction with the following resolutions:

- the Global Governance Regulations, which provide further detail to the new governance model (Resolution 1.02)
- the Terms of Reference of the Preparatory Committee (Resolution 1.03)
- the Governance Reform Transitional Plans (Resolution 1.04), which describe the necessary transitional arrangements to give life to the new governance model.

The discussion of this group of resolutions is interdependent and their approval will be sequential. The resolutions on the Statute and the Global Governance Regulations will be voted on first, giving effect to the governance reform. The resolutions on the Terms of Reference of the Preparatory Committee and Transitional Plans will be discussed after the previous resolutions have been approved.

The Statute should be read in conjunction with the "The New Governance Model Explained for the 2017 International Council Meeting" (ORG 10/6247/2017), which describes in detail the model. To enhance transparency the following comparative document has been produced: "Governance Reform comparative document: the Statute of Amnesty International" (ORG 10/5592/2017), which gives detailed information on the differences between the current Statute of Amnesty International and the amended Statute as proposed in this resolution.

Appendix 1

Statute of Amnesty International

As amended by [the 2017 International Council Meeting]

VISION AND MISSION

1. AMNESTY INTERNATIONAL's *vision* is of a world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments. In pursuit of this vision, AMNESTY INTERNATIONAL's *mission* is to undertake research and action focused on preventing and ending grave abuses of these rights.

CORE VALUES

2. AMNESTY INTERNATIONAL forms a global community of human rights defenders with the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect.

METHODS

3. AMNESTY INTERNATIONAL addresses governments, intergovernmental organizations, armed political groups, companies and other non-state actors. AMNESTY INTERNATIONAL seeks to disclose human rights abuses accurately, quickly and persistently. It systematically and impartially researches the facts of individual cases and patterns of human rights abuses. These findings are publicized, and members, supporters and staff mobilize public pressure on governments and others to stop the abuses.
In addition to its work on specific abuses of human rights, AMNESTY INTERNATIONAL urges all governments to observe the rule of law, and to ratify and implement human rights standards; it carries out a wide range of human rights educational activities; and it encourages intergovernmental organizations, individuals, and all organs of society to support and respect human rights.

MOVEMENT STRUCTURE AND ACCOUNTABILITY

4. AMNESTY INTERNATIONAL is a movement based on worldwide voluntary membership and is made up of membership entities (sections and structures), international members and the International Secretariat.
5. AMNESTY INTERNATIONAL is accountable to all who benefit from the fulfilment of its Vision and Mission and to its members, activists, and supporters worldwide.
6. AMNESTY INTERNATIONAL's global structure is as follows. The Global Assembly, the highest decision-making body, is made up of representatives from the membership entities and from the international members. The Global Assembly elects the International Board; the International Board and the global work of the movement are supported by the International Secretariat. The membership entities, the international members and the International Board are all accountable to the Global Assembly and must comply with this Statute and global strategy, policies and other requirements approved by the Global Assembly in its decisions including the Vision, Mission and Core Values, the Strategic Goals

(the agreed priorities which guide the work of the movement) and the Core Standards (the movement's core governance and operational standards).

7. This Statute sets out the global governance framework at the highest level. It is supplemented by the Global Governance Regulations. In the event of any conflict between the provisions of this Statute and the Global Governance Regulations or other related documents the provisions of this Statute will take precedence.

GLOBAL ASSEMBLY

8. The Global Assembly is the highest decision-making body of the movement. It:
 - a. approves global strategy that enables the delivery of the Vision and Mission including the Strategic Goals;
 - b. elects, oversees and has the power to dismiss the International Board;
 - c. approves changes to this Statute, including to the Vision, Mission and Core Values and to the movement's associated governance procedures including the Global Governance Regulations, the terms of reference for the Global Assembly's Committees and the related voting rights and procedures;
 - d. approves the international financial assessment system;
 - e. approves core global requirements guiding the movement's work such as and including the Core Standards;
 - f. approves key principles of policy relating to contentious human rights issues;
 - g. receives reports and proposals from the International Board and the membership entities and makes decisions in areas within its competence; and
 - h. receives reports on the movement's performance including with regard to compliance with global requirements and holds the movement accountable.
9. The Global Assembly is made up of the following voting representatives: one person from each membership entity and one person from the international members. Those people are the 'standing representatives'.
10. The Global Assembly meets once a year as a regular meeting. Emergency meetings may be called at any time by the International Board, or by a simple majority of the standing representatives.
11. At the regular meetings of the Global Assembly, two people from each membership entity and two people from the international members may join the standing representatives to attend the meeting as non-voting delegates. At Emergency meetings, membership entities and international members are represented by the standing representatives alone.
12. The Global Assembly elects a chair who serves for a term of two years and may serve for a maximum of three consecutive terms.
13. Global Assembly meetings cannot proceed unless more than half of the standing representatives are present or represented.
14. The following standing committees are elected by the Global Assembly to assist its work: Preparatory Committee and International Nominations Committee. The Finance and Audit Committee is a third standing committee which assists the work of both the Global Assembly and the International Board. The Finance and Audit Committee is partly elected by the Global Assembly and partly appointed by the International Board.

15. The Global Assembly may dismiss the International Board by dismissing all International Board members simultaneously. In such a case the Global Assembly may also elect new interim International Board members. Where no interim International Board is elected by the Global Assembly, the Chair of the Global Assembly may appoint up to five new interim International Board members. Interim International Board members serve until the next Global Assembly meeting.
16. The Global Assembly makes decisions by a simple majority vote of votes cast by those present or represented, except for the following decisions which require a two-thirds majority of votes cast by those present or represented:
 - a. to amend the Statute;
 - b. to amend the financial assessment model or other aspects of financial distribution between membership entities and other movement entities;
 - c. to dismiss the International Board;
 - d. to dismiss the Chair of the Global Assembly; and
 - e. to confer voting rights at the Global Assembly to any person or entity additional to those in Article 17, pursuant to criteria adopted by the Global Assembly for that purpose.

VOTING

17. [OPTION A]

At a meeting of the Global Assembly each membership entity may exercise the number of votes through their standing representatives determined as follows:

- a. Each membership entity has one vote
- b. International members have, collectively, one vote
- c. Each section and the international members have the following **additional** votes, based on their number of members and activists as a proportion of the movement total:
 - Up to 1% of the total number of members and activists in the movement = one vote
 - More than 1% of the total number of members and activists in the movement = two votes.

[OPTION B]

At a meeting of the Global Assembly each membership entity has one vote. International members have, collectively, one vote. Votes are exercised through the standing representatives.

INTERNATIONAL BOARD

18. The International Board reports to and is accountable to the Global Assembly.
19. The International Board provides global stewardship for the fulfilment of the movement's Vision and Mission and its compliance with global policies and standards. It:
 - a. provides proposals for the approval of the Global Assembly including on the international financial assessment system, global governance procedures, global standards and the Strategic Goals;
 - b. oversees the movement's finances and risks;
 - c. oversees the protection of the movement's reputation and resources;
 - d. oversees the work and operations of the International Secretariat including by appointing the Secretary General, approving the International Secretariat's annual audited accounts and budget and appointing its auditors;

- e. monitors compliance of all parts of the movement with the provisions of this Statute, the decisions of the Global Assembly and other global policies and standards;
 - f. approves the establishment of membership entities and other movement entities;
 - g. exercises the functions necessary to implement Article 34 of this Statute; and
 - h. provides reports, at least once a year, to the movement on the budget, the financial position of the movement and of the International Secretariat and on the International Board's work and performance.
20. The International Board has nine members (including the Treasurer) elected by the Global Assembly from the movement's individual members. Up to two additional members can be appointed by the International Board itself as co-opted members; the co-opted members do not have the right to vote in International Board decisions.
21. The Treasurer is elected by the Global Assembly, directly and separately from the rest of the International Board.
22. Where vacancies arise in the International Board's elected membership between Global Assembly meetings, the International Board may appoint up to two interim members to serve until the next Global Assembly meeting.
23. International Board meetings cannot proceed unless at least five elected members are present. The International Board has a chair whom it elects.
24. The elected members of the International Board serve a term of three years, with a maximum of two consecutive terms. The co-opted members serve a term of two years with a maximum of two terms. The elected members of the International Board may not include more than one member from the same country, state or territory.

SECTIONS

25. Sections carry out the work of the movement in their country, state or territory, including in the areas of campaigning, advocacy, education, public mobilization, media and fundraising.
26. Sections are accountable to local members and work with members, supporters and activists in their country, state or territory.
27. Sections make an annual financial contribution to the work of the movement in accordance with the international financial assessment system approved by the Global Assembly.
28. Sections' plans for research on human rights abuses within their country, state or territory are subject to the oversight and quality control of the International Secretariat.

STRUCTURES

29. Structures carry out the work of the movement in a country, state or territory where there is no section.
30. Structures are accountable to local members and work with members, supporters and activists in their country, state or territory.

31. Structures operate on a temporary basis and with the objective that they will work to become approved as sections.

INDIVIDUAL AND INTERNATIONAL MEMBERS

32. A person who contributes to and shares the Vision, Mission and Core Values of AMNESTY INTERNATIONAL may become an individual member:
 - a. by joining a section or structure where they live and paying a membership fee (if applicable) to that section or structure; or
 - b. if there is no section or structure where they live by paying a membership fee (if applicable) to the International Secretariat, to become an international member.

LEAVING THE MOVEMENT

33. Membership entities and international members may voluntarily terminate their membership of the movement at any time and thereby cease all AMNESTY INTERNATIONAL work (including using the Amnesty name and logo) by providing written notice to the International Board; other individual members may terminate their membership at any time by giving notice to the relevant section or structure.
34. The International Board may take measures affecting the membership status of a membership entity or an international member including without limitation termination or suspension of membership , if the International Board considers such action necessary to protect the reputation, integrity or operation of the movement, or because local circumstances make such action necessary. Any such action may be reviewed in accordance with the applicable review procedures.

INTERNATIONAL SECRETARIAT

35. The International Secretariat, overseen by the International Board, supports, enables and implements the work and functioning of the movement by:
 - a. representing the movement externally through the Secretary General;
 - b. co-ordinating and conducting the movement's global human rights work in research, campaigning, communications, advocacy, policy, legal, fundraising, education and other functions as necessary;
 - c. developing global strategy, policies and standards and ensuring their co-ordination, implementation, monitoring, evaluation and reporting; and
 - d. supporting movement governance, growth and development and its financial health.
36. The Secretary General is the chief executive of the International Secretariat, and is appointed by and accountable to the International Board.
37. The International Secretariat manages the global protection and use of the AMNESTY INTERNATIONAL name and logo on behalf of the International Board by registering trademarks and issuing a trademark licence to the membership entities and other movement entities.

<i>IS Finance Programme review preliminary costings</i>
No additional resources required

1.02. INTERNATIONAL BOARD: GLOBAL GOVERNANCE REGULATIONS

The International Council

DECIDES TO

Approve the Global Governance Regulations (Appendix 1) to give effect to the governance reform including the following core components of the new governance model:

- a) Global Assembly (including composition, chair, meetings, quorum)
 - b) Voting
 - c) Process for Review of International Board decisions affecting membership status
 - d) Description of the statutory committees
 - e) Decision-making process (including motions, agenda development, elections, Regional Forum meetings, procedures for discussion), and
 - f) Process to dismiss the entire International Board, the Chair of the Global Assembly and the elected members of the committees of the Global Assembly.
-

EXPLANATORY NOTE

Decision 7 of the 2013 International Council Meeting (ICM) acknowledged the need for Amnesty International to review its governance so that it is 'fit for purpose' and ensures maximum human rights impact. It also made a clear call to the International Board (Board) that governance reform needed to happen now to complement the new operational models introduced as part of the Global Transition Programme. The Global Governance Regulations complement the updated Statute of Amnesty International (Resolution 1.01) to provide the basic working procedures for Amnesty International's global governance, covering the Global Assembly, the Board and the Committees. They incorporate with appropriate detail what was previously included in the current version of the Statute and ICM Standing Orders.

Process for approval of the revised Global Governance Regulations at the 2017 ICM

- The core components (resolution articles a – f) will be discussed and voted on individually before the International Council votes on the Global Governance Regulations as an entire document;
- Discussions on the above changes will happen in conjunction with discussions on relevant parts of the resolution on the Statute;
- Each of the component parts of the Global Governance Regulations needs to be passed by a two-thirds majority of votes cast;
- The Global Governance Regulations as a whole need to be approved by a two-thirds majority of votes cast.

The Global Governance Regulations are an entirely new document; therefore their adoption at the 2017 ICM

will be approved by a two-thirds majority of votes cast. After their initial adoption by the movement, any further amendments will be approved by the Global Assembly by a simple majority of votes cast.

This resolution should be read in conjunction with the following resolutions:

- the Statute (Resolutions 1.01)
- the Terms of Reference of the Preparatory Committee (Resolution 1.03), and
- the Governance Reform Transitional Plans (Resolution 1.04) which describe the necessary transitional arrangements to give effect to the new governance model.

The discussion of this group of resolutions is interdependent and their approval will be sequential. The resolutions on the Statute and the Global Governance Regulations will be voted on first, giving effect to the governance reform. The resolutions on the Terms of Reference of the Preparatory Committee and Transitional Plans will be discussed after the previous resolutions have been approved.

The Global Governance Regulations should be read in conjunction with Amnesty International, *The New Governance Model Explained* (ORG 10/6247/2017) which describes in detail the model. To enhance transparency the following comparative document has been produced: "Governance Reform comparative document: the ICM Standing Orders" (ORG 10/5593/2017), which gives detailed information on the differences between the current ICM Standing Orders and the Global Governance Regulations as proposed in this resolution.

APPENDIX 1 – GLOBAL GOVERNANCE REGULATIONS

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INTRODUCTION

These Global Governance Regulations (Regulations) complement the Statute of Amnesty International to provide the basic working procedures for the running of Amnesty International's global governance, covering the Global Assembly, the International Board (Board) and the Committees.

1. GLOBAL ASSEMBLY

1.1. REMIT

1.1.1 The Global Assembly is the highest decision-making body of the Amnesty International movement. Its remit is defined in Article 8 of the Statute.

1.2 COMPOSITION

1.2.1 The Global Assembly is made up of the following voting representatives: one person from each membership entity (sections and structures) and one person from the international members. Those people are the "standing representatives" and the International Secretariat is notified of them for that purpose.

1.2.2 In the case of a membership entity, the standing representative is usually the chair and must not be a member of the paid staff. A membership entity may remove or replace its standing representative at any time by notice in writing to the International Secretariat. Standing representatives are accountable to their own membership entity.

1.2.3 In the case of international members, the standing representative is appointed from the three international members nominated to attend the Global Assembly meeting (see Regulation 1.4.4).

1.3 CHAIR

1.3.1 The Chair of the Global Assembly is elected by the Global Assembly for a term of two years and may serve for a maximum of three consecutive terms. To avoid potential conflicts of interest the Chair must not be a standing or other representative, or hold a concurrent governance or staff role in a membership entity.

1.3.2 The Chair or, in the Chair's absence, the Vice-Chair (see Regulation 2.1.4), presides over the work of the Global Assembly.

1.3.3 In the absence of the Chair and Vice-Chair, the Chair of the Board opens the Global Assembly meeting and the Global Assembly then elects a Chair for that Global Assembly meeting.

1.3.4 The Chair of the Global Assembly is ex-officio the Chair of the Preparatory Committee (see Regulation 2.1.2).

1.3.5 The Global Assembly may remove the Chair before the expiry of the Chair's term by a two-thirds majority vote.

1.4 GLOBAL ASSEMBLY MEETING

1.4.1 The Global Assembly meets once a year as a regular meeting. This meeting takes place primarily as a physical meeting; however, participants may attend by electronic means.

1.4.2 The Global Assembly regular meeting is convened by the Preparatory Committee by notice in writing or by electronic means to all standing representatives not later than 210 days

before the meeting date.

1.4.3 Participants in the regular meeting consist of the following:

(a) the standing representatives from membership entities and international members (see 1.2) or their proxies (see Regulations 1.4.5 and 1.4.7)

(b) two additional people from each membership entity, one of whom is usually the director

(c) two additional international members appointed under Regulation 1.4.4

(d) up to three people in total from each Amnesty International National Office³

(e) Members of the:

(i) Board, and

(ii) Preparatory Committee

(f) the Chair of the International Nominations Committee

(g) the Secretary General, and other members of the International Secretariat as determined necessary by the Board

(h) Global Assembly officials:

(i) facilitators appointed by the Preparatory Committee, and

(ii) the Election Officer appointed by the Chair of the Global Assembly (see Regulation 6.1.7) from the participants listed under point (a), (b), (c) of this Regulation.

(i) guests invited by the Preparatory Committee or the Board to enrich the discussions and inform decision-making.

1.4.4 The International Nominations Committee appoints three representatives from the international members every three years. One of the representatives is appointed by the three representatives as the standing representative (see Regulation 1.2.3), the other two attend the Global Assembly meeting as non-voting participants (see Regulation 1.4.3(c)); in the case where the appointment of the standing representative cannot be agreed by the three representatives, the International Nominations Committee appoints the standing representative.

1.4.5 In the case where a standing representative of a membership entity is unable to participate in a meeting the membership entity may appoint a proxy to attend the meeting and vote on its behalf.

1.4.6 The appointment of proxies must be in the form prescribed by the Preparatory Committee for that purpose.

1.4.7 In the case where a standing representative of the international members is unable to participate in a meeting, that representative must notify the International Nominations Committee which may appoint an alternative representative for that meeting from the other two representatives appointed under Regulation 1.4.4.

1.4.8 Membership entities are expected to strive to send delegations whose compositions reflect the diversity of their membership, including with respect to gender and youth representation.

1.4.9 Membership entities must send a final list of participants including any proxies to the International Secretariat not later than 60 days before the opening of the meeting. This deadline can be waived by the Preparatory Committee.

³ A National Office is an Amnesty International entity whose establishment is approved by the Board to carry out the work of the movement in a country where there is no section or structure; its operations are managed by the International Secretariat with local legal autonomy and an element of local Amnesty governance. Amnesty International National Offices operate on a temporary basis and with the objective to be recognised as structures or sections.

1.5 EMERGENCY MEETINGS

- 1.5.1 The Chair of the Global Assembly – at the request of the Board or a simple majority of the standing representatives – may call an emergency meeting by not less than 21 days' notice in writing or by electronic means to all standing representatives.
- 1.5.2 Emergency meetings may be called for decisions which by virtue of their significance and/or their urgency cannot wait for the regular Global Assembly meeting.
- 1.5.3 The Chair of the Global Assembly and the Preparatory Committee may convene an emergency meeting of the Global Assembly in the cases set out in Regulations 9.1.4 and 9.2.4.
- 1.5.4 Emergency meetings are usually held by electronic means, however, the Preparatory Committee might decide otherwise in a particular case and has the final decision on the format of the meeting.
- 1.5.5 At emergency meetings, membership entities and international members are represented by the standing representatives only. Additional participants in an emergency meeting are as determined by the Preparatory Committee and are notified to the standing representatives by no less than 14 days' notice.
- 1.5.6 The Preparatory Committee determines the agenda and relevant information to be circulated in advance of the emergency meeting, in order to reflect the business proposed by those requesting the meeting.

1.6 QUORUM

- 1.6.1 Global Assembly meetings cannot proceed unless more than half of the standing representatives are present or represented in person or by electronic means.
- 1.6.2 If a quorum is not present within one hour from the time appointed for the start of meeting, the meeting is adjourned to a date and time determined by the Chair of the Global Assembly. Adjourned meetings are usually held by electronic means with the final decision on who participates and in what format made by the Chair of the Global Assembly.

1.7 VOTING

- 1.7.1 The Global Assembly makes decisions by a simple majority of votes cast by those present or represented, except for the decisions listed at Article 16 of the Statute which require a two-thirds majority of votes cast by those present or represented.
- 1.7.2 The voting mechanism is set out at Article 17 of the Statute.

PLACEHOLDER FOR 'OPTION A' IN THE STATUTE

For the purposes of Article 17 of the Statute:

(a) the term 'activist' is as defined by the Board in line with the definition used for Amnesty International reporting purposes

(b) the term 'member' is as defined in Article 32 of the Statute.

- 1.7.3 Membership entities and international members have an automatic entitlement to vote through their standing representatives.
- 1.7.4 Only membership entities that have paid in full the annual financial contribution as assessed by the Global Assembly for the two previous financial years, and have provided the

agreed annual financial reports and their audited accounts to the International Secretariat within 60 days of the final date for submission have the right to vote through their standing representatives.

1.7.5 The requirements in Regulation 1.7.4 may be waived in whole or in part by the Global Assembly.

1.7.6 Once the requirements set out in Regulation 1.7.4 are checked, the entitlement to vote is valid until the commencement of the next Global Assembly regular meeting.

1.7.7 In accordance with Article 16 of the Statute, the Global Assembly may confer voting rights on additional persons or entities by a two-thirds majority decision. The voting entitlement for such a person or entity is approved by the Global Assembly at the beginning of each Global Assembly regular meeting and is valid until the commencement of the next regular meeting.

1.8 PROCESS FOR REVIEW OF BOARD DECISIONS ON MEMBERSHIP STATUS

1.8.1 Membership entities may request the review of a Board decision to take measures under Article 34 of the Statute affecting their membership status (see also Regulation 3.3.7). The request for review must be made by the membership entity and notified to the Chair of the Global Assembly within 30 days of receiving notification of the relevant Board decision. The request must include a summary of the grounds for challenge.

1.8.2 There is a roster of at least 12 individuals. Candidates for the roster are nominated by a membership entity following a call for expressions of interest every two years. Candidates are selected for the roster by the Chair of the Global Assembly and the Chair of the International Nominations Committee. The final list of selected candidates is approved by the Global Assembly.

1.8.3 Individuals may remain on the roster for a maximum of two consecutive three-year terms (except where, at the time of expiry of the term, an individual is acting on an ongoing review in which case the term is extended until the completion of the relevant review). Individuals may not carry out other elected positions within the movement's global governance or staff roles while being on the roster.

1.8.4 On receipt of the request for review (see Regulation 1.8.1), the Chair of the Global Assembly coordinates the establishment of a review panel (Panel) to consider the request. The Panel consists of three individuals selected from the roster of individuals established for that purpose (see Regulation 1.8.2) according to the competencies and skills needed for the review itself as follows: each party (the membership entity and the Board) selects one individual from the roster. The third Panel member is appointed by the Chair of the Global Assembly according to the competencies needed on the Panel.

1.8.5 Any member of the Panel selected for a particular review must declare any relevant conflict of interest or conflict of duty and must not participate in a review where they have a conflict of interest or conflict of duty as defined under the applicable Amnesty International policy unless the member of the Panel does not consider the conflict of interest or duty to be material in the circumstances and the Chair of the Global Assembly agrees.

1.8.6 The Panel elects a chair from its members at its first meeting; if the Panel cannot agree a chair, the Chair of the Global Assembly appoints the chair of the Panel.

1.8.7 The Panel works in accordance with the procedures as approved by the Global Assembly.

1.8.8 The Panel addresses the following issues in a review:

- (a) whether the Board adhered to the applicable procedures in taking the action it did, and
- (b) whether the Board had reasonable grounds to take the action it did.

1.8.9 The Panel may take the following decisions as a result of a review:

(a) to reject the grounds for challenge, or

(b) to uphold the grounds for challenge and remit the matter to the Board for a new decision.

1.8.10 The Panel's decision must be in writing and provided to the Global Assembly.

1.8.11 If the matter is remitted to the Board, the Board re-assesses its decision in light of the Panel's analysis and recommendation, and communicates its decision to the Global Assembly.

1.8.12 The Board is accountable to the Global Assembly in respect of the findings and decision of a Panel and must report to the Global Assembly on all decisions relating to closure, suspension and international administration.

1.8.13 To avoid confusion, where the Board takes measures under Article 34 of the Statute in respect of an international member, such a decision is final and cannot be reviewed.

1.8.14 Except in the case of a severe risk to the reputation or continued operation of the Amnesty International movement, the effect of a review of a Board decision under this Regulation 1.8 is to suspend the effect of such decision for the duration of such review and pending the outcome of the review.

2. COMMITTEES

2.1 PREPARATORY COMMITTEE

2.1.1 The purpose of the Preparatory Committee is to ensure a democratic, participatory and efficient decision-making process for Global Assembly meetings, including the development of a strategic agenda. The Preparatory Committee decides on the meeting format including the appointment of facilitators. The Preparatory Committee also ensures that adequate capacity building for chairs is available.

2.1.2 The Preparatory Committee is composed of three members directly elected by the Global Assembly from the movement for a two-year term with a maximum of three consecutive terms, as well as the Chair of the Global Assembly (who is ex-officio the Chair of the Preparatory Committee) and a representative of the Board. The Preparatory Committee may co-opt one additional member in a specialist capacity who may be external to Amnesty International for a two-year term with a maximum of two terms. A representative of the Secretary General participates in the Preparatory Committee in an advisory role.

2.1.3 To avoid a potential conflict of interest, the members of Preparatory Committee, including the Chair of the Global Assembly (see Regulation 1.3.1), must not be a standing or other representative, or hold a concurrent governance or staff role in a membership entity.

2.1.4 The Preparatory Committee elects a Vice-Chair from among its directly elected members (the Vice-Chair is ex-officio the Vice-Chair of the Global Assembly).

2.1.5 The Preparatory Committee is accountable to and its elected members can be dismissed by the Global Assembly (see Regulation 9.3).

2.1.6 The Terms of Reference of the Preparatory Committee are approved by the Global Assembly.

2.2 INTERNATIONAL NOMINATIONS COMMITTEE

2.2.1 The purpose of the International Nominations Committee is to find and assess candidates for internationally elected positions in Amnesty International global governance bodies, striving for the right composition of appropriate skills, competencies, and regional, gender and age balance.

2.2.2 The International Nominations Committee is composed of five members elected by the Global Assembly from the movement for a two-year term with a maximum of three consecutive

terms. The International Nominations Committee may co-opt one additional member in a specialist capacity who may be external to Amnesty International.

2.2.3 The International Nominations Committee is accountable to and its elected members can be dismissed by the Global Assembly (see Regulation 9.4).

2.2.4 The Terms of Reference of the International Nominations Committee are approved by the Global Assembly.

2.3 FINANCE AND AUDIT COMMITTEE

2.3.1 The purpose of the Finance and Audit Committee is to provide financial oversight of (i) the legal entities which make up the International Secretariat and (ii) the membership entities.

2.3.2 The Finance and Audit Committee is composed of five members: two members who are directly elected by the Global Assembly from the movement for a three-year term with a maximum of two consecutive terms; the Treasurer (who is ex-officio the Chair of the Finance and Audit Committee); two other members who are either elected or co-opted members of the Board and/or one of whom may be an independent expert appointed by the Board.

2.3.3 The Finance and Audit Committee is an advisory committee of the Board, and of the two legal entities of the International Secretariat: Amnesty International Limited and Amnesty International Charity Limited (see Regulation 3.3.3).

2.3.4 The Treasurer reports on the Finance and Audit Committee's work and the key finance issues to the Global Assembly.

2.3.5 The Terms of Reference of the Finance and Audit Committee are approved by the Board and made known to the Global Assembly.

3. BOARD

3.1 REMIT

3.1.1 The Board provides global stewardship for the fulfilment of the movement's mission and vision and its compliance with global policies and standards. Its remit is defined in Article 19 of the Statute.

3.2 COMPOSITION

3.2.1 The Board is made up of nine people elected by the Global Assembly from the movement's individual members. Eight positions are ordinary Board member positions. The Treasurer is elected separately and is also a member of the Board. Each member serves a term of three years with a maximum of two consecutive terms. The elected members of the Board (including any interim Board members appointed under Article 15 of the Statute) may not include more than one member from the same country, state or territory.

3.2.2 Up to two additional members can be appointed by the Board itself as co-opted members; the co-opted members should be or become members of Amnesty International; they do not have the right to vote in Board decisions. The co-opted members serve a term of up to two years commencing from the date of the preceding Global Assembly meeting with a maximum of two terms. The Board may terminate the appointment of a co-opted member by majority vote at any time.

3.2.3 Where vacancies in the Board's elected membership arise between Global Assembly

meetings, the Board may appoint up to two interim members to serve until the next Global Assembly meeting.

3.2.4 The Board elects a Chair and Vice-Chair from among the eight ordinary members to co-ordinate its work. The terms for each appointment are as set out in the International Board Working Rules.

3.2.5 The Board Chair acts as the primary link between the Board and the Secretary General, providing line management functions and support to the Secretary General.

3.2.6 The Treasurer is ex-officio the Chair of the Finance and Audit Committee (see 2.3.2) and has the following main responsibilities in relation to the movement's global finances: overview of Amnesty International's movement, advice to the Board, and liaison with the movement.

3.3 WAYS OF WORKING

3.3.1 The Board meets at least four times a year and meetings cannot proceed unless at least five voting members are present.

3.3.2 The Board may appoint committees to carry out its own work. The Board Committees are determined in accordance with the Board's priorities and work plan and their Terms of Reference are established by the Board. The Board communicates the composition and function of each of its committees to the Global Assembly.

3.3.3 The Board oversees the work and operations of the International Secretariat on behalf of the movement. In addition to their role on behalf of Amnesty International, the elected members of the Board (including the Treasurer) hold corporate appointments on the legal entities which make up the International Secretariat (Amnesty International Limited and Amnesty International Charity Limited).

3.3.4 The Board can dismiss individual Board members for breach of duty or gross misconduct in accordance with the procedures set out in the International Board Working Rules. The following are examples of conduct which may constitute breach of duty or misconduct:

- (a) persistent failure (without good reason) to participate in the activities of the Board
- (b) persistent failure (without good reason) to carry out assigned or delegated responsibilities as a Board member
- (c) action that may create a serious risk to the security of Amnesty International, its information or the individuals whom it seeks to protect
- (d) a significant or persistent breach of the financial procedures and/or misappropriation of funds
- (e) actions that constitute civil or criminal offences, including fraud, bribery or corruption and/or relevant convictions before a court of law provided that any such offences do not relate to carrying out activities which are consistent with the exercise of internationally recognised human rights and Amnesty International's mission and policies
- (f) conduct which gives rise to a significant reputational risk to Amnesty International, or
- (g) failure to manage a conflict of interest appropriately.

3.3.5 The work of the Board is regulated by the International Board Working Rules amended and approved by the Board.

3.3.6 The Board may take necessary measures under Article 34 of the Statute including without limitation the termination or suspension of the membership status of a membership entity or international member.

3.3.7 The processes for the Board applying the measures under Article 34 of the Statute are set out in the applicable procedures and the review procedures are set out at Regulation 1.8.

GLOBAL ASSEMBLY PROCEDURES

4. PRINCIPLES

Amnesty International's decision-making process is focused on achieving impact by a central focus on the delivery of the mission and Strategic Goals at the national, regional and global level. All those who participate should ensure that the decision-making process:

- (a) creates inclusive discussions that empower all participants to participate
- (b) is efficient and effective
- (c) reflects the movement's commitment to diversity
- (d) wherever possible, uses innovative technologies (e-governance) to enhance participation and inclusion
- (e) achieves accountability across the movement
- (f) reflects the interests of the global movement, and
- (g) is transparent and reinforces a commitment to mutual trust.

5. DECISION-MAKING PROCESS

5.1 PROPOSALS AND MOTIONS AT REGULAR MEETING

5.1.1 Motions are issues that membership entities, the international members, National Offices and the Board submit for discussion and decision at the Global Assembly.

5.1.2 Before submitting a motion, a proposal for a motion (including amendments to the Statute) is submitted to the Preparatory Committee 180 days before the opening of the Global Assembly meeting.

5.1.3 Proposals should clarify: i) how it contributes to the achievement of Amnesty International's mission and Strategic Goals; ii) how it is of global relevance; and iii) why it should be discussed at the next Global Assembly meeting.

5.1.4 The Preparatory Committee prioritizes proposals according to a set of agreed criteria outlined in its Terms of Reference, to ensure that they are within the remit of the Global Assembly and support the achievement of the Strategic Goals.

5.1.5 Based on the proposals received, the Preparatory Committee develops a draft agenda for the Global Assembly meeting and prepares a list of the proposals received. The Preparatory Committee discusses any proposal that does not meet the criteria or that might be merged with another proposal with the proponents.

5.1.6 150 days before the date of the opening of the Global Assembly, the Preparatory Committee shares with the movement a draft agenda for the Global Assembly meeting and the list of proposals received. This list informs the discussions of the Regional Forum meetings (see Regulations 5.1.12 and 12).

5.1.7 Proposals for motions that have not been included in the Global Assembly draft agenda are shared with the movement as part of this list. The Preparatory Committee provides a rationale for its decision. In case the proponent of a proposal does not agree with the Preparatory Committee's decision, standing representatives vote electronically – soon after the list is shared with the movement – to decide, via a simple majority of votes cast, whether to include the proposal on the draft agenda.

5.1.8 The proposal is an initial opportunity for the movement, through the Preparatory Committee and the Regional Forum meetings, to consider the relevant issues and to provide feedback to the proponent on how it can be strengthened or improved. Based on this feedback, the proponent prepares their motion and submits it to the Preparatory Committee by the motions

deadline.

5.1.9 Motions can only be submitted if a proposal was previously submitted by the proponent. The deadline for motions is 90 days before the date of the opening of the Global Assembly meeting. Motions should follow the same guidelines as proposals (see Regulation 5.1.3). A motion received after the deadline and/or submitted without a previous proposal is not considered by the Preparatory Committee unless it is an emergency motion.

5.1.10 An emergency motion is only considered as such when the Preparatory Committee is satisfied that the motion could not have been formulated and submitted before the regular motions deadline (see Regulation 5.1.9).

5.1.11 The deadline for emergency motions is two days before the date of the opening of the Global Assembly meeting.

5.1.12 Regional Forum meetings are held five to four months before the Global Assembly meeting. They provide an opportunity to discuss proposals raised by membership entities, the international members and the Board. Regional Forum meetings share a summary of their discussions with the movement for information 14 days after the close of the meeting.

5.1.13 The Preparatory Committee revises the draft agenda for the Global Assembly meeting once all of the Regional Forum meetings have taken place and shares this with the movement no less than 30 days before the Global Assembly meeting.

5.2 DRAFT AGENDA

5.2.1 The Preparatory Committee decides how to organize the agenda topics and discussions so that they encourage the active participation of all participants in the Global Assembly meeting. The Preparatory Committee may establish discussion groups and/or appoint external facilitators to ensure that sessions are inclusive, focused and effective.

5.2.2 A revised draft agenda, papers and/or other materials for the meeting are shared at least 30 days before the date of the meeting. To promote inclusivity, the Preparatory Committee ensures that papers and/or other materials are concise and presented in plain language (English, Spanish and French) that is accessible to people working in a second language and those with disabilities. The Preparatory Committee encourages the use of innovative technologies to make information more easily understandable.

5.2.3 The Preparatory Committee submits the final draft agenda to the Global Assembly for adoption in the opening plenary session. Once adopted, the draft agenda becomes the agenda for the Global Assembly meeting. Proposals to add or remove sessions from the agenda need to have the approval of the Global Assembly.

5.2.4 Participants are responsible for their own preparation so that they are able to actively participate in Global Assembly discussions and contribute towards a successful meeting.

6. CONDUCT AND PROCEDURES OF THE GLOBAL ASSEMBLY MEETING

6.1 CHAIR'S ROLE

6.1.1 The Chair is elected by the Global Assembly as determined by these Regulations (see Regulation 1.3.1).

6.1.2 In the absence of the Chair or the Vice-Chair, a Chair is elected by the procedure at Regulation 1.3.3 as the first business of the Global Assembly meeting.

6.1.3 The Chair is responsible for the order and conduct of the meeting and ensuring the principles stated in these Regulations (see Regulation 4) are respected.

6.1.4 To achieve these principles, the Chair may:

- (a) seek varied participation
- (b) keep (and declare closed) a speakers' list, ensuring this has a diverse and regional representation of speakers
- (c) at any time, propose the impositions of a time limit for speeches or discussion on a particular item provided that this time limit does not infringe the right of reply of the person presenting in that session
- (d) stop any person speaking
- (e) rule on the interpretation of these Regulations and on all other disputed questions of procedure relating to the conduct of the meeting, and
- (f) propose to the meeting the adjournment of the session with the effect that the session stands adjourned, unless the Global Assembly decides otherwise.

6.1.5 In the event of a dispute with regard to a ruling by the Chair, the ruling is submitted to the Global Assembly for an immediate decision to be voted on by a simple majority of votes cast by those present or represented.

6.1.6 The provisions of Regulations 6.1.3 and 6.1.4 relating to the conduct of the Chair apply to the proceedings of group discussions, if the Preparatory Committee chooses to include these in the agenda.

6.1.7 The Chair appoints an Election Officer in advance of the meeting by way of an open call to the movement for applicants. This appointment is to be confirmed by the Global Assembly in its plenary opening session.

6.2 PROCEDURES FOR DISCUSSION

6.2.1 The Global Assembly's discussions are focused at the strategic level. Facilitation is used to enhance active participation and inclusiveness in discussions. The working languages are English, Spanish and French.

6.2.2 In the case of motions in plenary or in discussion groups, the discussion is as follows.

- (a) The motion is briefly introduced by a participant from the proponent membership entity, or international member, or National Office or a Board member if it is the proponent. It is the proponent's role to ensure all participants understand the substance of the motion.
- (b) It is the role of the facilitator to use a variety of methodologies to draw out the Global Assembly's view on the motion.
- (c) An amendment to a motion may be proposed by any participant, provided that it does not constitute a direct negative to the original motion. If the proponent accepts the amendment, then the amended motion becomes the substantive motion and the proponent remains as for the original motion. If the amendment is accepted by the proponent, the facilitator has the discretion to put the amendment to the Global Assembly without debate for confirmation. If the amendment is not accepted by the proponent, the facilitator puts the amendment to the Global Assembly. If the Global Assembly is in favour of the amendment, the amended motion becomes the substantive motion.

6.2.3 Once a motion has been discussed, the Global Assembly decides whether it should be carried as a Global Assembly decision. The Chair of the Global Assembly calls a vote on the motion, in accordance with Regulation 1.7, and a motion that is passed becomes a Global Assembly decision. All parts of the movement are required to implement Global Assembly decisions.

6.2.4 Votes are taken by electronic means or by a show of voting cards in a physical meeting if electronic means are not possible. Abstentions are not counted.

6.2.5 If voting cards are being used, a count of votes is taken at the decision of the Chair of the Global Assembly, following a request from a standing representative. The Election Officer appointed under Regulation 6.1.7 assists the Chair of the Global Assembly for this purpose.

6.3 POINTS OF ORDER AND INFORMATION

6.3.1 Points of order are requests for clarification on the conduct of the meeting or the debate.

6.3.2 Points of order may be raised by participants and have precedence over all other business, except during voting unless they relate specifically to the procedure of that vote.

6.3.3 The following matters may be raised as a point of order including a clarification or additional information on the process:

(a) a request for the Chair's ruling

(b) a challenge to the Chair's ruling, which must be seconded by a participant from a separate membership entity or the Board

(c) a requirement that a vote be taken immediately. This proposal must be approved by the Chair, and

(d) that the motion not go to a vote and instead be referred to the Board or another body of the Global Assembly.

7. CONFLICT OF INTEREST

7.1.1 Whenever a participant has a conflict of interest or duty in a matter to be discussed at a Global Assembly meeting as defined under the applicable movement policy, the participant must declare such an interest to the Chair of the Global Assembly before discussion begins on the matter.

7.1.2 Whenever a participant has a conflict of interest or duty in a matter to be voted on at a Global Assembly meeting, this participant must:

(a) not participate in any related discussion

(b) not be counted in the quorum for that part of the meeting (in the case of a voting representative), and

(c) not vote on the matter (in the case of a voting representative)

unless and to the extent that the Chair of the Global Assembly determines otherwise, having discussed the matter with the relevant participant and considered the materiality of the conflict in the circumstances, following the declaration at Regulation 7.1.1.

8. ELECTIONS

8.1.1 The Global Assembly elects by secret ballot the Chair of the Global Assembly, the Treasurer, the ordinary members of the Board, the members of the Preparatory Committee, the International Nominations Committee, and the elected members of the Finance and Audit Committee.

8.1.2 The International Nominations Committee notifies the movement of upcoming elections for specific vacancies not later than 180 days before the meeting date.

8.1.3 Membership entities, National Offices and the International Nominations Committee can nominate candidates for the positions listed in Regulation 8.1.1.

8.1.4 The deadline for submission of nominations is fixed at 60 days before the election is held.

8.1.5 The International Nominations Committee may extend this deadline up until 14 days prior to the election if required to ensure a field of nominees with the necessary balance of competencies, experience and diversity.

8.1.6 Candidate submissions for all posts must include relevant information as required by the

International Nominations Committee.

8.1.7 All nominations submitted by membership entities must be accompanied by a statement from the board of the relevant membership entity.

8.1.8 Names and details of candidates and the relevant information stated above must be received by the International Nominations Committee by the above deadlines to enable relevant information to be circulated to the movement enabling the electorate to take an informed decision.

8.1.9 The Election Officer as appointed in Regulation 6.1.7 is responsible for the organization of the elections.

8.1.10 The Election Officer decides on the time of the elections in consultation with the Chair of the Global Assembly.

8.1.11 Votes are taken by electronic means or ballots if electronic voting is not possible. In such a case, separate ballots are distributed for each election. The ballots are distributed to standing representatives or their proxies upon the production of their voting cards.

8.1.12 The elections are conducted as follows:

- (a) there is one ballot with the names of candidates. This ballot can be electronic or paper
- (b) standing representatives vote, marking an x beside the name of the candidate they select, or selecting the candidate(s) through electronic device/system. Standing representatives are free to vote for as many candidates as there are vacancies, or less than the total number of vacancies
- (c) candidates with the highest number of votes are elected until all vacancies are filled
- (d) in the event of a tie for the last vacant place there is a re-election between the candidates with an equal number of votes.

8.1.13 The Election Officer announces who is elected and the number of votes obtained by all candidates.

9. DISMISSAL PROCEDURES

9.1 PROCESS TO DISMISS THE ENTIRE BOARD

9.1.1 Standing representatives can request the dismissal of the entire Board where they consider that the Board has, collectively:

- (a) repeatedly failed to implement one of more Global Assembly decision(s) without good reason
- (b) acted or failed to act in a way that unduly exposes the movement to reputational or other significant risk, or
- (c) refused to take necessary steps in relation to an individual Board member who threatens to unduly expose the movement to reputational or other significant risk.

9.1.2 A request for dismissal is notified to the Chair of the Global Assembly and must be supported by at least ten standing representatives. The request must include a summary of the grounds for requesting dismissal.

9.1.3 On receipt of the request for dismissal, the Chair of the Global Assembly establishes an investigation team (Team) to consider the request and to invite and consider the views of the Board. The Team consists of four individuals selected from the standing representatives and who have not requested the dismissal.

9.1.4 In the case where the Team considers that the request for dismissal demonstrates grounds which have a reasonable prospect of success, the Chair of the Global Assembly convenes an emergency meeting of the Global Assembly to vote on the dismissal of the entire Board.

9.1.5 A decision for dismissal requires a two-thirds majority of vote cast of those present or represented.

9.1.6 In the case where the entire Board is dismissed, the Global Assembly may elect new interim Board members. Where no interim Board is elected by the Global Assembly, the Chair of the Global Assembly may appoint up to five new interim Board members. Interim board members serve until the next Global Assembly meeting. Dismissed Board members cannot be appointed as interim Board members.

9.2 PROCESS TO DISMISS THE CHAIR OF THE GLOBAL ASSEMBLY

9.2.1 Standing representatives can request the dismissal of the Chair of the Global Assembly (see Regulation 1.3.5) where they consider that the Chair has:

- (a) repeatedly failed to fulfil the Chair of the Global Assembly's role(s) without good reason, or
- (b) acted or failed to act in a way that unduly exposes the movement to reputational or other significant risk.

9.2.2 A request for dismissal is notified to the Vice-Chair of the Preparatory Committee. The request must be supported by at least ten standing representatives. The request must include a summary of the grounds for requesting dismissal.

9.2.3 On receipt of the request for dismissal, the Preparatory Committee (excluding its Chair) establishes an investigation team (Team) to consider the request and to invite and consider the views of the Chair of the Global Assembly. The Team consists of four individuals selected from the standing representatives and who have not requested the dismissal.

9.2.4 In the case where the Team considers that the request for dismissal demonstrates grounds which have a reasonable prospect of success, the Preparatory Committee may convene an emergency meeting of the Global Assembly to vote on the dismissal of the Chair of the Global Assembly.

9.2.5 A decision for dismissal requires a two-thirds majority of votes cast of those present or represented.

9.2.6 In the case where the Chair of the Global Assembly is dismissed, the Global Assembly elects a new interim Chair of the Global Assembly. The interim Chair of the Global Assembly serves until the next Global Assembly meeting.

9.3 PROCESS TO DISMISS THE PREPARATORY COMMITTEE

9.3.1 Standing representatives can request the dismissal of the elected members of the Preparatory Committee (see Regulation 2.1.5) where they consider that the elected members have, collectively:

- (a) repeatedly failed to fulfil their role(s) without good reason, and/or
- (b) acted or failed to act in a way that unduly exposes the movement to reputational or other significant risk.

9.3.2 The request must be supported by at least ten standing representatives. The request must include a summary of the grounds for requesting dismissal.

9.3.3 In such a case the process described to dismiss the entire Board (see Regulation 9.1) applies, from Regulation 9.1.3 onwards.

9.4 PROCESS TO DISMISS THE INTERNATIONAL NOMINATIONS COMMITTEE

9.4.1 Standing representatives can request the dismissal of the International Nominations Committee (see Regulation 2.2.3) where they consider that the members of the International Nominations Committee have, collectively:

- (a) repeatedly failed to fulfil their role(s) without good reason, and/or
- (b) acted or failed to act in a way that unduly exposes the movement to reputational or other significant risk.

9.4.2 The request needs to be supported by at least ten standing representatives. The request must include a summary of the grounds for requesting dismissal.

9.4.3 In such a case the process to dismiss the entire Board (see Regulation 9.1) applies, from 9.1.3 onwards.

10. ACCOUNTABILITY

10.1.1 In line with the principles at Regulation 4, and in accordance with Article 6 of the Statute, all membership entities, international members, the Board and International Secretariat commit to the principle of mutual accountability in all Global Assembly discussions.

10.1.2 To enable this, the following reports are presented at the Global Assembly regular meeting:

- (a) Presentation in plenary of a report on the composition of the meeting itself in terms of diversity (including, at a minimum, gender and youth representation) in the opening session.
- (b) Presentation in plenary for approval of a report from the Board on its activities in all areas included within its remit and including the overall results of the work of the movement, as well as the overall impact the same has had on improving the human rights situation across the world since the previous meeting, and also including the main challenges that remain with regard to targets that it has not been possible to meet.
- (c) Presentation in plenary for approval of a report from the Treasurer including results from global management accounts from the movement for the previous year and a comparison of the progress made since the last Global Assembly.
- (d) Presentation in plenary of a report by the Secretary General summarizing the work done by the International Secretariat on human rights and organizational and resource matters, and its main achievements and pending challenges, as well as the most significant successes achieved by the different membership entities since the previous meeting, and including information on the activities of the Secretary General with regard to the fulfilment of the Secretary General's internal and external responsibilities.
- (e) Presentation in plenary of a report on the performance of the movement based on the movement accountability tools (such as the Core Standards).
- (f) Presentation in plenary for approval of a report on the implementation of the Global Assembly decisions.
- (g) Other reports as agreed by the Global Assembly.

10.1.3 Following the end of the Global Assembly meeting, membership entities are responsible for sharing with their local board and membership the outcomes of the Global Assembly's discussions, its decisions and the meeting report.

11. REPORT AND AMENDMENTS

11.1.1 The report of each Global Assembly meeting providing a summary of the discussions and a full list of decisions made is approved by the Chair of the Global Assembly for that meeting and shared with the movement within 60 days from the end of the meeting.

11.1.2 Objections or corrections to the report need to be lodged by the relevant standing representative of that meeting or Board member or Board chair with the Chair of the Global Assembly for that meeting, within one month of the report being distributed. The Chair of the

Global Assembly for that meeting decides whether to allow the objections or corrections in the report or not.

12. REGIONAL FORUM MEETINGS

12.1.1 Regional Forum meetings can be held physically or by electronic means.

12.1.2 Each membership entity and National Office in the region is able to send up to three participants to the Regional Forum meeting; the number of participants is decided by the region according to the issues to be discussed. It is expected that one of these participants is the standing representative.

12.1.3 Membership entities and National Offices in each region are expected to send delegations whose compositions reflect the diversity of their membership, including with respect to gender and youth representation.

12.1.4 The Regional Forum meetings have a set of common core functions as well as a set of other functions decided by the Regional Forum itself.

12.1.5 The required core functions of the Regional Forum meetings are as follows:

(a) To discuss items proposed by the Preparatory Committee (see Regulation 5.1.6) and to prepare leaders for decision-making at the Global Assembly

(b) To discuss issues relevant to the region ensuring coherence and learning across national, regional and global levels, and

(c) Capacity building.

12.1.6 Each Regional Forum meeting develops and agrees its own Terms of Reference document that is filed with the International Secretariat.

13. AMENDMENTS TO THE GLOBAL ASSEMBLY REGULATIONS

13.1.1 A proposal for an amendment to these Regulations may be submitted by a membership entity or by the Board and is treated as a motion (see Regulation 5.1).

13.1.2 Amendments to these Regulations are approved by the Global Assembly by a simple majority of votes cast by those present or represented. Amendments adopted by the Global Assembly are effective from the end of the relevant Global Assembly meeting.

14. INTERPRETATION

14.1.1 References in this document to the provision of notice in writing includes the provision of information by electronic means.

IS Finance Programme review preliminary costings

Both resolutions (1.02 & 1.03) relate to the Governance Reform resolution and as such costs should be viewed collectively. Part of the purpose of the reform is to reduce cost, with current estimates showing ongoing yearly cost reductions of 34% based on 10 years of historic costs. These reductions are driven by reduced numbers of delegates and shorter meetings, utilising e-governance increase efficiency.

Resources required:

Annual cost reduction of 34% or €187, 700

One off costs of e-governance investment are unknown.

Total cost: Saving of €187,700

1.03. INTERNATIONAL BOARD: TERMS OF REFERENCE OF THE PREPARATORY COMMITTEE

The International Council

DECIDES TO approve the Terms of Reference of the Preparatory Committee (Appendix 1).

EXPLANATORY NOTE

Decision 7 of the 2013 International Council Meeting (ICM) acknowledged the need for Amnesty International to review its governance so that it is 'fit for purpose' and ensures maximum human rights impact. The Preparatory Committee is a new statutory committee of Amnesty International.

The updated Statute of AI proposes the establishment of a Global Assembly as the movement's highest decision-making body. The Global Governance Regulations propose that the purpose of the Preparatory Committee be to develop a strategic agenda for the Global Assembly meeting. The Terms of Reference (ToR) of the Preparatory Committee (Appendix 1) have been developed to enable the committee to fulfil this role.

These ToR ensure the committee has the adequate composition, competencies and ways of working to effectively steer the Global Assembly meeting agenda. The proposed matrix for prioritizing motions (Matrix A of the ToR) facilitates the Global Assembly's discussion of and decisions on strategic issues so as to enable AI to achieve maximum human rights impact.

This resolution should be read in conjunction with the following resolutions:

- the Statute (Resolution 1.01);
- the Global Governance Regulations, which provide more detail on the new governance model (Resolution 1.02);
- the Governance Reform Transitional Plans, which describe the necessary transitional arrangements to give effect to the new governance model (Resolution 1.04).

The discussion of this group of governance reform resolutions is inter-dependent and their approval will be sequential. The resolutions on the Statute and the Global Governance Regulations will be voted on first, giving effect to the governance reform. The resolutions on the ToR of the Preparatory Committee and Transitional Plans will be discussed after the former two resolutions have been approved.

This resolution should be read in conjunction with Amnesty International, *The New Governance Model Explained* (ORG 10/6247/2017), which describes in detail the model.

The ToR of the Preparatory Committee need to be approved by a simple majority of votes cast at the 2017 ICM.

Appendix 1

Terms of Reference of the Preparatory Committee

Purpose⁴

The Preparatory Committee's main responsibility is to enable the Global Assembly to fulfil its role as the highest governing body of Amnesty International by developing a strategic and future-focused Global Assembly agenda and to ensure that adequate capacity building for chairs is available

Composition and terms

a. Composition

The members of the Preparatory Committee are:

- Chair of the Global Assembly: elected by the Global Assembly, the ex-officio Chair of the Preparatory Committee;
- Three additional members elected by the Global Assembly. The Preparatory Committee elects a Vice-Chair of the Preparatory Committee from among its directly elected members, who is the ex-officio Vice-Chair of the Global Assembly;
- External member (optional); co-opted by the Preparatory Committee to complement its set of competencies;
- A representative of the Board;
- A representative of the Secretary General participates in the Preparatory Committee in an advisory role only.

The committee membership should reflect the international movement, allowing the Preparatory Committee to have a regional and global perspective as it develops the agenda of the Global Assembly. The committee's working language is English.

To avoid a potential conflict of interest, the members of Preparatory Committee, including the Chair of the Global Assembly must not be a standing or other representative, or hold a concurrent governance or staff role in a membership entity.

b. Terms of membership

- Members of the Preparatory Committee hold office for a period of two years. Their terms of office begin and end at the close of the Global Assembly meeting.
- Elected members, including the Chair of the Global Assembly, can serve for a maximum of three consecutive terms; the external member can serve for a maximum of two terms.

Members of the Preparatory Committee will run staggered terms to ensure a continuation of knowledge and competencies. The Preparatory Committee can dismiss individual Committee

⁴ The Terms of Reference of the Preparatory Committee must be read in conjunction with the Global Governance Regulations, which clarify the principles, scope and purpose of the Global Assembly.

members for breach of duty or gross misconduct by majority vote.

Competencies

In order to fulfil its purpose, the members of the Preparatory Committee, including the Chair of the Global Assembly, should demonstrate the following competencies:

- Strategic thinking: Ability to prioritize discussions according to the needs of a global, strategy-led international human rights movement.
- Analytical thinking: Sound understanding of the distinction between governance and operational issues.
- Prioritization: Ability to balance competing needs and interests.
- Facilitation: Experience facilitating conversations across cultures so that they are inclusive and participatory.
- Communication: Excellent communication and diplomatic skills, ability to listen and concisely summarize conversations.
- Leading and collaboration: Strong leadership skills including the ability to make a decision when needed, but also able to work as part of a team.
- Organizational knowledge: An understanding of the complex dynamics of decision-making in an international organization. Knowledge of the current debates within the movement, while being able to maintain neutrality and impartiality.
- Professionalism and integrity: Ability to follow procedures as outlined in the Global Governance Regulations and maintain neutrality on discussion topics.

Ways of working

a. Meetings

The Preparatory Committee will hold its meetings virtually. However, the committee may have one physical meeting (separate from its meeting at the Global Assembly meeting).

The Preparatory Committee meets on the following occasions:

- As soon as possible after its election to agree plans and processes for the next Global Assembly meeting, including the potential co-opting of an external member.
- As soon as possible after the deadline for receipt of proposals for motions in order to assess proposals received against an agreed set of criteria and develop a draft Global Assembly agenda.
- As soon as possible after the deadline for receipt of motions, to assess motions received against an agreed set of criteria; review the outcomes of the Regional Forum meetings; and develop a revised version of the draft agenda.
- Just before the Global Assembly meeting, to prepare for the meeting.
- Following the collation of the Global Assembly delegate evaluation, to review the meeting, the committee's ways of working and propose suggestions for the next Global Assembly meeting.

The committee holds any other ad hoc meetings as necessary to achieve its purpose.

b. Processes

To achieve its purpose of developing a strategic agenda for the Global Assembly, the Preparatory Committee uses the Matrix for assessing proposals and motions (including emergency motions) as set out in Appendix A.

Once it has assessed the proposals and motions received, the committee develops a draft agenda for the Global Assembly as stated in the Global Governance Regulations 5.2.

c. Preparatory Committee and Regional Forum meetings

The relevant draft Global Assembly agenda topics are discussed in Regional Forum meetings before the Global Assembly. A member of the Preparatory Committee will usually participate in their respective Regional Forum meeting. The body responsible for developing the Regional Forum meeting agendas can consult the Preparatory Committee on high-level governance and capacity building issues, however the Preparatory Committee is not directly involved in the development of Regional Forum meeting agendas. Each Regional Forum will define its own Terms of Reference. The Preparatory Committee drafts the final iteration of the Global Assembly draft agenda once all the Regional Forum meetings have taken place.

d. During the Global Assembly Meeting

During the Global Assembly meeting, the Chair, with the assistance of the other members of Preparatory Committee, is responsible for ensuring the meeting adheres to the Principles of the Global Assembly (Global Governance Regulations 4).

The Chair is responsible for the opening and closing of the meeting. The additional members of the Preparatory Committee facilitate sessions as necessary, including group discussions if these are added to the agenda.

Discussions on motions follow the process as stated in Global Governance Regulations 6.2.

Preparatory Committee's key outputs

- 210 days before the Global Assembly meeting: Preparatory Committee convenes the Global Assembly, announcing the meeting's date.
- 180 days before the Global Assembly meeting: Deadline for Preparatory Committee to receive proposals.
- 150 days before the Global Assembly meeting: Preparatory Committee shares a draft agenda for the Global Assembly meeting and the list of proposals received. This list includes those proposals that have not been included on the Global Assembly agenda, along with the committee's rationale for its decision. The draft agenda informs the discussions of the Regional Forum meetings.
- 90 days before the Global Assembly meeting: Deadline for Preparatory Committee to receive motions.
- 30 days before the Global Assembly meeting: Preparatory Committee shares the draft agenda for the Global Assembly meeting, including the list of motions to be discussed, all meeting papers and a report on composition of the meeting itself.
- Immediately after the Global Assembly meeting: Preparatory Committee shares the Global Assembly decisions.

- 60 days after the Global Assembly meeting: Preparatory Committee shares the full meeting report and a summary of the delegate evaluation.

Accountability

The Preparatory Committee is accountable to the Global Assembly in the following ways:

- Preparatory Committee's decisions to deprioritize proposals can be overturned by the Global Assembly (Global Governance Regulations 5.1.7).
- The agenda of the Global Assembly is only officially adopted once approved by the Global Assembly in the first session (Global Governance Regulations 5.2.3).
- At the end of the Global Assembly, participants complete an evaluation of the meeting. An analysis of the high-level outcomes of the evaluation will be shared with participants.

Review of Terms of Reference

The Terms of Reference of the Preparatory Committee are approved by the Global Assembly. Any amendment to the Preparatory Committee's Terms of Reference may be submitted by the Preparatory Committee, a membership entity or by the Board.

Appendix A: Matrix for prioritizing proposals and motions

This matrix clarifies how the Preparatory Committee prioritizes and develops the draft agenda for Global Assembly meeting.

Proposals for motions and motions are classified into three categories as follows:

1. **High priority and high relevance:** items that are of global concern; that fall within or hamper the delivery of the Strategic Goals or emerge from critical changes in the external environment; and where a decision is needed at the next Global Assembly meeting. These items are prioritized for the draft agenda.
2. **Medium priority and high relevance:** items that are of global concern; that fall within or hamper the delivery of the Strategic Goals or emerge from critical changes in the external environment; and where a decision is not needed at the next Global Assembly meeting. These items can be included in the draft agenda, time permitting either for decision or for discussion.
3. **Low priority and medium to low relevance:** items that do not concern more than a few membership entities in one region or do not fall within or are not critical to the delivery of the Strategic Goals; and where a decision or discussion is not needed at the next Global Assembly meeting. These items are not part of the draft agenda.

Rating	Issue	Global relevance	Urgency	Organizational/financial/governance issue
High				
Medium				
Low				

Criteria questions for assessing proposals for motions and motions:

Issue: Does the item fall within the Strategic Goals? If yes, will the item affect the direction of travel or contribute to increased impact? If not within the Strategic Goals, is it an emerging human rights issue that needs to be prioritized for Amnesty International or a new development of a longstanding issue? Has this been discussed/rejected at global level before?

Global relevance: Is it a decision that falls within the Global Assembly remit? (If not it does not go to Global Assembly.) Does it concern more than one region? Does it concern more than one membership entity in each of those regions?

Urgency: Does the item need a decision or discussion at the next Global Assembly meeting? Is there another body or process that can make a decision in place of the Global Assembly? Will there be any negative effect or impact on Amnesty International as an organization if the decision or discussion is postponed to the next Global Assembly meeting?

Organizational/financial/governance issue: Is the item an organizational / financial / governance issue? Is it likely to affect performance or impact? Does it affect both membership entities and the International Secretariat? Is it an item that corresponds to the top five risks of the global risk register? Does a similar policy or decision already exist?

IS Finance Programme review preliminary costings
Both resolutions (1.02 & 1.03) relate to the Governance Reform resolution and as such costs should be viewed collectively. Part of the purpose of the reform is to reduce cost, with current estimates showing ongoing yearly cost reductions of 34% based on 10 years of historic costs. These reductions are driven by reduced numbers of delegates and shorter meetings, utilising e-governance increase efficiency.
Resources required: Annual cost reduction of 34% or €187,700
One off costs of e-governance investment are unknown.
Total cost: Saving of €187,700

1.04: INTERNATIONAL BOARD: GOVERNANCE REFORM TRANSITIONAL PLANS

The International Council

DECIDES TO approve the Governance Reform Transitional Plans (Appendix 1) including the following core arrangements:

Global Assembly

- (a) to implement the establishment of the Global Assembly as the highest governing body of Amnesty International at the beginning of 2018;
- (b) that the first Global Assembly meeting is held in 2018 and that the Terms of Reference for the Preparatory Committee (Resolution 1.03) guide its preparation and organization;

Elections

- (c) that at the 2017 International Council Meeting, elections for the International Board follow current practice and vacant positions are elected for a four-year term;
- (d) that the persons elected as International Council Meeting Chair and Alternate Chair at the 2017 International Council Meeting are appointed as Chair and Vice Chair of the Global Assembly in 2018;
- (e) that at the 2017 International Council Meeting, elections for the International Nominations Committee and the Finance and Audit Committee follow current practice and that these committees will continue functioning as normal until the 2019 Global Assembly meeting;
- (f) that the Membership Appeals Committee is elected at the 2017 International Council Meeting for a one-year term until being replaced by the Process for Review of International Board Decisions on Membership Status;

The 2018 Global Assembly meeting

- (g) that the 2018 Global Assembly discusses and approves:
- the Terms of Reference and procedures for the Process for Review of International Board Decisions on Membership Status;
 - the Terms of Reference for the International Nominations Committee;

Regional Forums

- (h) that the first Regional Forum meetings are piloted in 2018;

INSTRUCTS the International Board

- (j) to take any action necessary to ensure a smooth transition to the new governance model and to keep entity chairs informed about its proposed actions.

EXPLANATORY NOTE

Decision 7 of the 2013 International Council Meeting acknowledged the need for Amnesty International to review its governance so that it is 'fit for purpose' and ensures maximum human rights impact. The updated Statute of Amnesty International (Resolution 1.01) and the Global Governance Regulations (Resolution 1.02) give effect to a reformed governance model.

The movement requires a smooth transition from the current to the reformed governance model. It also requires minimal disruption to the ability of its volunteer leaders to effectively carry out their governance roles during this change process. This resolution: Governance Reform Transitional Plans will enable this.

This resolution is dependent on the approval by the International Council of the following resolutions:

- the Statute (Resolution 1.01)
- the Global Governance Regulations, which provide further detail on the new governance model (Resolution 1.02)
- the Terms of Reference of the Preparatory Committee (Resolution 1.03).

The Governance Reform Transitional Plans need to be approved by a simple majority of votes cast at the 2017 International Council Meeting.

This resolution should be read in conjunction with Amnesty International, *The New Governance Model Explained* (ORG 10/6247/2017), which describes in detail the model.

Appendix 1

Governance Reform Transitional Plans

Elections

International Board: The updated Statute of Amnesty International (AI) proposes that the term length of an International Board (Board) member is reduced to three years. The aim is to arrive at a staggered cycle of elections with three Board positions open for election at each Global Assembly meeting.

There are currently four positions to be elected at the 2017 International Council Meeting (ICM), and five members of the Board whose terms end in 2019.

To achieve this staggered cycle the following temporary arrangements are proposed:

- the 2017 ICM elections follow current practice and the four vacant positions are elected for a four-year term (that is there will be no elections for Board positions at the first Global Assembly meeting in 2018);
- two Board positions (one of which is the International Treasurer's position) are elected at the 2019 Global Assembly meeting to serve for a three-year term. As an exception, these roles will serve an additional one-year term (until 2023);
- the other three positions are elected at the 2019 Global Assembly meeting to serve for a three-year term;
- one of the four positions elected at the 2021 Global Assembly meeting is elected for a two-year term.

As of the 2021 Global Assembly meeting, three Board positions will be open for election every year.

Chair and Vice-Chair of the Global Assembly: It is proposed that the persons elected as ICM Chair and Alternate Chair at the 2017 ICM are appointed as Chair and Vice Chair of the Global Assembly in 2018. In 2018, the Global Assembly will elect its Chair for a term of two years.

Committees: It is proposed that vacant positions for the International Nominations Committee and the Finance Audit Committee will be filled at the 2017 ICM following current practice, and the committees will continue functioning as normal until the 2019 Global Assembly meeting.

The International Nominations Committee will be responsible for receiving and putting forward nominations for internationally elected positions to the 2018 and 2019 Global Assemblies.

The Membership Appeals Committee will be elected at the 2017 ICM for one year or until replaced by the Process for Review of Board Decisions on Membership Status together with applicable procedures. Until the Membership Appeals Committee is replaced and the applicable procedures updated, the provisions of Article 34 of the proposed updated Statute will be applied by reference to the applicable provisions of Articles 50, 51 and 52 of the Amnesty International Statute (as amended at the 2013 ICM), Decision 9 of the 2013 ICM, and Decision 50 of the 1985 ICM.

The 2018 Global Assembly meeting will need to be led and organized by a Preparatory Committee. It is proposed that the elected Chair and Vice Chair and the Chairs Forum Steering Committee, together with a representative of the Board and a representative of the Secretary General, lead on organizing the 2018 Global Assembly meeting. To avoid a potential conflict of interest, the members of the Preparatory Committee, including the Chair of the Global Assembly, must not be a standing or other representative, or

hold a concurrent governance or staff role in a membership entity.

The 2018 Global Assembly Meeting

It is proposed that the 2018 Global Assembly is presented with two proposals for decision in order to complete the revised governance model. These are:

- the Terms of Reference and procedures for the Process for Review of Board Decisions on Membership Status; and
- the Terms of Reference for the International Nominations Committee.

Regional Forums

It is proposed that the first Regional Forums are piloted in 2018 and that these serve to review and approve their respective Terms of Reference.

<i>IS Finance Programme review preliminary costings</i>
A transition to the new Governance approach would result in one-off additional costs of €50k (20% increase on the CADF in 2018), if a CADF was to be held in 2018. These costs would be incurred in 2018 alone, following which savings would be recouped in later years.
Resources required: One off additional cost in the 2018 of €50,000
Total cost: €50,000

1.05. INTERNATIONAL BOARD: ACHIEVING IMPACT ON GENDER AND DIVERSITY

The International Council:

1. Affirms the importance of Amnesty International continuing to improve its practices, culture, and outcomes with respect to gender and diversity, prioritizing improvements related to the Strategic Goals, governance, and areas of acute or chronic issues.
2. Instructs that the steps undertaken as a result of this decision be guided by the overarching goals and principles of:
 - a. promoting social justice and human rights;
 - b. recognizing that different aspects of people's identities and lives interact to affect their experiences of discrimination, marginalization, privilege, and power;

- c. making better decisions and doing better work;
- d. increasing Amnesty International's impact, capacity, legitimacy, and accountability;
- e. making Amnesty International a better organization to work with for staff, volunteers, and partners from groups that experience systemic discrimination;
- f. transformation, not tokenism;
- g. shared responsibility for outcomes; and
- h. ongoing participation, learning, and improvement.

3. Instructs sections, structures, and where appropriate, National Offices, to:

- a. Share with the International Board by 31 January, 2018:
 - i. A review of steps taken by the entity to implement the 2011 Roadmap for Diversity and Gender Action Plan;
 - ii. A simple and practical action plan for achieving the gender and diversity outcomes detailed under Strategic Goal 2 and its associated Theories of Change in the specific context of the entity's local work, and with particular reference to the challenges of significant concern in that context.
 - iii. A concise description of gender- and diversity-related concerns in the entity's governance, and practical steps the entity will commit to taking by the end of 2019 to make improvements with respect to these concerns (pending membership approval, if necessary).
- b. Share with the International Board by 15 November, 2019 a national gender and diversity action plan to be implemented by the end of 2024, which focuses on medium- to long-term improvements in the main areas of concern to the entity and includes steps related to governance.
- c. Participate in Movement initiatives regarding gender and diversity, and specifically:
 - i. respond to calls for participation in the development of the report, global action plans, and Gender and Diversity Progress Assessment Framework (GDPAF) referred to in paragraph 4(a) and (b);
 - ii. ensure that appropriate staff and member-leaders at the national level are aware of and have access to the tools circulated under paragraph 4(d); and
 - iii. recognize and share examples of outstanding gender- and diversity-related work that have taken place at the national level.

4. Instructs the International Board to:

- a. Present to the 2018 Chairs Assembly:
 - i. a report summarizing successes, lessons learned, and outstanding challenges regarding gender and diversity in Amnesty International at the governance and operational levels; and

ii. an action plan focused on practical steps to be taken by the end of 2019, informed by the report in paragraph 4(a)(i) and by information received from Sections, structures and National Offices under paragraph 3(a).

b. Present to the 2019 International Council Meeting, for approval:

i. a 2020-2024 global action plan on gender and diversity;

ii. a related Gender and Diversity Progress Assessment Framework (GDPAF) that can be integrated into existing reporting and monitoring processes.

c. Starting in 2018, report to the Movement annually on Amnesty International's progress regarding gender and diversity, including the implementation of related decisions.

d. Develop, collect, and circulate, on an ongoing basis, tools for enabling learning, capacity-building, and greater impact with respect to gender and diversity. These tools should be developed using internal and external expertise, and include things such as:

i. primers on gender and diversity issues related to current strategic goals, priority countries, and global campaigns;

ii. practical tools to assist with functions such as research, advocacy, campaign planning, activism, fundraising, governance, conflict management, human resources, and working with partners;

iii. information tools regarding substantive topics such as sexual orientation,

gender, Indigenous status, racial discrimination, or disability; and

iv. training tools to help us work in ways that are more inclusive of people with various physical and intellectual abilities, with various formal education levels, from diverse cultural backgrounds, and who are not working in their first language (eg. primers on plain and easy to read language, intercultural communication, and interpretation-friendly communication).

e. Annually recognize, honour, and share outstanding work and best practices across the Movement related to gender and diversity.

f. Ensure adequate support and resources are provided by the International Secretariat to the movement towards the achievement of the gender and diversity outcomes under Goal 2 of the Strategic Goals and its associated Theories of Change.

g. Be considerate of the different local contexts and resource levels across Amnesty entities when undertaking the above work.

h. Appoint and set the terms of reference for a taskforce to assist with the delivery of the work set out in paragraphs 4 and 5, and request additional assistance from other parts of the Movement as appropriate.

5. Instructs the Chair of the International Council to:

- a. collect anonymized and voluntary information about International Council Meeting and Chairs Assembly delegates and/or participants regarding relevant identity and diversity markers, including data relevant to each meeting's agenda as appropriate; and
- b. present a brief summary of this information to each International Council Meeting or Chairs Assembly, with the aim of building real-time understanding of who is "in the room" and who is not, and tracking changes over time.

IS Finance Programme review preliminary costings

This resolution focuses on reaffirming the approach and outputs of agreed work on Gender and Diversity, with potential additional investment following a review of our work. It is likely that further costs will be required. Current Gender and Diversity costs amount to approximately 10% of the €12 million spent on Goal 2 by the movement.

Resources required:

An initial review of additional resources needed would require upfront investment of 1 grade 5 resource for an estimated 2 months (€11,000). For context, a 10% increase in Gender and Diversity spend across the movement would require €120,000.

Total cost: €131,000

1.06 AI SWEDEN: STATUTE AMENDMENT: A FOUNDATION FOR OUR GOVERNANCE

*AI Sweden proposes the following amendment to paragraph 4 of the International Board proposal 1.01: **International Board: Statute of Amnesty International**. Unlike resolutions to reform the Statute, proposed amendments do not require 5-section support.*

<i>Present wording by the International Board;</i>	<i>Proposed wording by the Swedish section;</i>
<p>MOVEMENT STRUCTURE AND ACCOUNTABILITY</p> <p>4. AMNESTY INTERNATIONAL is a movement based on worldwide voluntary membership and is made up of membership entities (sections and structures), international members and the International Secretariat.</p>	<p>MOVEMENT STRUCTURE AND ACCOUNTABILITY</p> <p>4. AMNESTY INTERNATIONAL is a movement based on worldwide voluntary membership and is made up of membership entities (sections and structures) and international members. All power within the movement proceeds from the people of these entities.</p>

EXPLANATORY NOTE

AI Sweden believes that Amnesty International is and should remain a people-based movement, made up

by individual human rights defenders worldwide. We also believe that these people should be the basis for our governance and that this needs to be made clear in the statutes. By doing this we wish to safeguard our future as a democratic grassroots organization, and reduce the risk of Amnesty International instead becoming a professional expert organization.

From our perspective the lack of any clearly defined basis for the governance in the proposed new statutes increases the risk of needless conflicts, mistrust and misunderstandings within the organization, as it will enable different interpretations regarding who can make decisions in the name of Amnesty International, and why. We fear this would make us a weaker and less effective organization, contrary to the aim of the Governance Reform.

Our suggested change to paragraph 4 in the new statute aims to be a clarification of what our governance is based on. In our opinion this does not predestine the outcome of the voting rights discussions at the ICM. Our view is that the addition of this fundamental principle to the statute would give our new governance system a solid foundation to rest on. This we believe will make our international decision-making processes easier to understand for everyone involved, and provide a guideline on how to interpret the more specific and practical parts of the governance system in the future. For example it clarifies that regardless of the number of votes the delegations get at the Global Assembly, one vote per entity or by a proportional distribution of some sort, these voting rights are given to the delegations as representatives of people in the movement.

<i>International Board and SG advice on resolution</i>
The removal of <i>International Secretariat</i> from this paragraph is problematic as any future mention of AMNESTY INTERNATIONAL in the Statute would exclude the International Secretariat. Seeking to define where all power comes from in the organisation in a precise statutory clause like this has limitations. The intention in the explanatory note is to root our governance in the voluntary membership, yet we know that sections, like the International Secretariat, are also made up of staff. The IB is against the proposal as currently phrased.

<i>IS Finance Programme review preliminary costings</i>
No additional resources required.

1.07. AI AUSTRIA, AI GERMANY, AI SWEDEN: VOTING RIGHTS: PEOPLE-BASED MODEL

*AI Austria, AI Germany and AI Sweden propose the following amendment to paragraph 17 of the International Board proposal 1.01: **International Board: Statute of Amnesty International**. Unlike resolutions to reform the Statute, proposed amendments do not require 5-section support.*

<i>Present wording;</i>	<i>Proposed wording;</i>
<p>VOTING</p> <p>17.</p> <p>[OPTION A]</p> <p>At a meeting of the Global Assembly each membership entity may exercise the number of votes through their standing representatives determined as follows:</p> <ul style="list-style-type: none"> • Each membership entity has one vote • International members have, collectively, one vote • Each section and the international members have the following additional votes, based on their number of members and activists as a proportion of the movement total: <ul style="list-style-type: none"> • Up to 1% of the total number of members and activists in the movement = one vote • More than 1% of the total number of members and activists in the movement = two votes. <p>[OPTION B]</p> <p>At a meeting of the Global Assembly each membership entity has one vote. International members have, collectively, one vote. Votes are exercised through the standing representatives.</p>	<p>VOTING</p> <p>17.</p> <p>At a meeting of the Global Assembly each membership entity may exercise the number of votes through their standing representatives determined as follows:</p> <ul style="list-style-type: none"> • Entities with an electorate of over 0% of the total electorate get 1 vote • Entities with an electorate of over 0.5% of the total electorate get 2 votes • Entities with an electorate of over 1% of the total electorate get 3 votes <p>The electorate of an entity consists of all people entitled to directly or indirectly elect the board of the entity.</p> <p>For the international members' representatives, all international members are considered their electorate.</p> <p>The total electorate consists of all electorates across all entities within Amnesty International.</p>

EXPLANATORY NOTE

We the undersigned sections firmly believe that Amnesty International is and should remain a people-based organization, and that our governance should be based on the will of these people. At the same time, we are also convinced that it is vital that our global governance system has solid support throughout the movement, to ensure efficient decision-making and implementation. As such, we believe that a change of the current system is needed.

We are concerned about the current disagreement regarding the voting rights issue within the movement. We fear that it may lead to the ICM either failing to make a decision on voting rights or making a decision a

large part of the movement does not support.

Therefore, we are proposing the “People-based model” for voting rights as an alternative to the proposals from the international board, with these three goals:

- To find a voting rights model that is acceptable to all of the movement.
- To ensure that the decisions of the Global Assembly continue to represent the will of the people in the movement.
- To empower small entities by allowing more flexible forms of organization and limiting the influence of larger entities.

The proposed system is a compromise between the current system and a system of one entity - one vote. We hope that this model can get solid support from the entire movement.

Brief explanation of the People-based model

- At its core this model makes it clear that decisions of the Global Assembly are an expression of will of the people in the movement, ensuring that the decisions are followed and seen as legitimate, even by those who disagree.
- Balancing this the proposed model empowers smaller entities by granting them a larger share of the votes when compared to the current model.
- The model allocates votes based on the size of an electorate that does not rely on a global definition of members or activists. This avoids problems with these definitions and gives entities freedom to organize in a way that works in their context.
- As the first tier granting one vote only requires an electorate of at least one person it will not require any extra reporting or membership lists for small entities as long as they have an elected board. Only when an entity grows to represent more than 0.5% of the total movement electorate such reporting will be required to grant additional votes.
- This model encourages democratic governance both on the international and on the entity level, as it requires entities to have elected boards in order to participate in the global governance.

Examples of entity electorates granting voting rights to delegations (based on the current size of the total electorate)

1. An entity working in a context that makes it impossible to keep membership or activist records, and where the board is chosen at an activist meeting: *The electorate would be at least one person, granting **one vote**.*
2. An entity where 300 members or activists have the possibility to vote online for a board: The electorate would be 300, granting one vote.
3. A section where 15.000 members or activists are entitled to vote in an annual general meeting that elects the section’s board: The electorate would be 15.000, granting two votes.
4. An entity where 100.000 people involved in Amnesty work are entitled to vote in regional meetings that elect representatives to an annual meeting that in turn elects a board: The electorate would be 100.000, granting three votes.
5. A National Office where there is no elected board: As there is no electorate represented the delegation would get no votes.
6. The international membership has a delegation at the Global Assembly: With an electorate of 105.000 international members, they would be granted three votes.

International Board and SG advice on resolution

The resolution suggests counting a different set of individuals to the proposal in the Board's resolution, where "activist" is proposed as the base for calculating voting rights. This resolution will require each section to collect and report data on an additional category of individuals. In many places, this means those able to vote to elect their national board: these people are usually defined as "members". The Board considers that its proposal to base the voting rights numbers on activists more accurately represents those who engage with our movement, since they will have taken action for Amnesty. For this reason, the Board does not support this resolution. The Board does not wish to remove Option B from its proposal, leaving this for the International Council to decide on.

IS Finance Programme review preliminary costings

A change in how we vote may require a new data collection method, however this would likely require a shift in approach rather than additional resource.

Resources required: May require a small one-off cost for implementation, however likely minimal resource requirements.

1.o8. AI ISRAEL: STATUTE AMENDMENT: MEMBERSHIP APPEALS COMMITTEE

The presentation of the resolution is supported by AI Austria, AI France, AI Germany, AI Greece, AI Luxembourg and AI Slovakia

The International Council

DECIDES that article 52 of the Statute be revised as follows:

"Membership Appeals Committee

An independent Membership Appeals Committee consisting of five members shall be elected by the Global Assembly (GA) in the same manner and subject to the same conditions as provided for the International Board. The Committee can co-opt up to two additional expert members."

EXPLANATORY NOTE

Throughout the discussion on AI's Governance Reform there was an understanding of the need for an independent strong Appeals Committee. The amendment of this article address both movement's wish to maintain this important system, as well as allowing the Committee to co-opt the necessary skills and expertise on case by case need.

Unfortunately, the present IB's proposal suggests eliminating the current Membership Appeal Committee

(MAC). The proposal is to establish a mechanism that does not guarantee the key principals for operation of a strong appeal system: independence, impartiality and balance of power. Rather it proposes a process which raise concerns over its complexity and transparency, and furthermore concerns that it might structure imbalance of power in the process.

As we adopt a new governance system it is essential to maintain good elements and practices in our current system, improve and strengthen them, i.e. the Membership Appeals Committee, while setting up a system to guarantee that a strong competent expertise and skills are in place to maximize and optimize its effectiveness.

Thus, we propose this Appeal mechanism.

<i>International Board and SG advice on resolution</i>
This resolution is significantly revised. Nonetheless, the International Board is opposed to the revised text as it retains the status quo. The Board has also further revised the part of its resolution relating to the Review Mechanism and continues to maintain that the status quo is not the best way forward.

<i>IS Finance Programme review preliminary costings</i>
No additional resources required.

1.09. AI AUSTRIA: STATUTE AMENDMENT: CHAIRS CAPACITY BUILDING GROUP

The presentation of the resolution is supported by AI France, AI Denmark, AI Cote d'Ivoire, AI Germany, AI Canada FR

The International Council

DECIDES to amend the Statute of Amnesty International:

Paragraph 8 and 9 are changed into:

ORGANIZATION

8. There is a Chairs Capacity Building Group. The primary functions of the Chairs Capacity Building Group are:

- (i) to contribute to building the capacity of chairs of sections, structures and other bodies of AMNESTY INTERNATIONAL;
- (ii) to build relationships among sections and structures and provide an open space for debate on common issues;
- (iii) to foster coordination, collaboration and exchange of information amongst recognized governance structures of AMNESTY INTERNATIONAL;

9. The Chairs Capacity Building Group will function in accordance with its Terms of Reference.

Paragraph 40 to 43 are changed into:

Chairs Capacity Building Group

40. The Chairs Capacity Building Group shall:

- (i) be composed of delegates, each Regional Forums can nominate one member; the Chair of the Chairs Capacity Building Group is elected by the members of the Chairs Capacity Building Group;
- (ii) exchange opinions and experiences via electronic media.

41. to 43. deleted

EXPLANATORY NOTE

The Proposal for the Governance Reform does not foresee a Chairs Forum and a Chairs Forum Steering Committee; however there is still need to have a coordination function amongst Chairs.

We are certain that there is need for capacity building and relationship building on the governance level amongst chairs and that networking and global dialogue are critical functions for building a stronger movement.

We want to ensure that this critical function is represented in discussions and decision making on the agenda for global meetings, regional forums and any other international meetings. We are recommending that capacity building is a standing agenda item at all international meetings and that this group would be part of supporting the development and implementation of this item.

There is need for long lasting capacity building for governance leaderships and the need for spaces to encourage high-level governance dialogues globally, which can include section chairs' voices thoroughly.

The Chairs Capacity building Group would be responsible for advising the Governance Program in governance related functions, such as New Chairs Induction, capacity building session at international meetings, and organizing mentoring relationships. The Terms of Reference for this group will be focused on capacity building initiatives.

So far the Chairs Assembly (CA) has been the only formally recognized space to build the capacities of chairs, along with other options offered by the International Secretariat at regional or section level. We think there must remain a formally recognized global process to train chairs. For example, we think the current New Chairs Induction at CA falls short of the actual needs, and the feedback received from chairs is that we need a more robust Induction process. The chairs' input into this development is invaluable.

Another example includes revisiting communication tools such as Secchair which has proven to be a good vehicle for chairs' communications, but still has many challenges. This group would help to support the development and use of community-like communication platform for chairs.

Recently the CFSC has been working closely (and efficiently) with the Governance Programme at the International Secretariat, to develop and improve upon movement-wide capacity building initiatives for chairs. We think this model is advantageous. It is important to keep the experiences of chairs at the forefront when designing actions, programs, and training to support the chairs in their governance functions. This

type of participation and diversity of experience enriches the depth and breadth of our governance discussion and decision-making processes.

<i>International Board and SG advice on resolution</i>
This resolution proposes the establishment of a group of chairs to oversee capacity building for chairs. The Board notes that it is the operational role of the International Secretariat Governance Programme and Movement Support Programme to support training for chairs, and that such training is already in place and ongoing. The Board also notes that each region should agree how capacity building is delivered in its region, while the revised PrepCom will provide oversight and input with regards to how this should be done globally around the Global Assembly Meeting. The Board has included monitoring capacity building as a role for the revised PrepCom, and it is always open to hearing advice on capacity building can be improved.

<i>IS Finance Programme review preliminary costings</i>
The new committee would require meeting costs and additional support requirements to facilitate any meeting.
Resources required: <ul style="list-style-type: none">• Regional members meeting (including travel and hotel costs): €6,000• Note travel costs could be reduced if held alongside the Global Assembly
Total cost: €6,000

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1.10: AI NETHERLANDS: APPROVAL OF HIGH LEVEL BUDGET AND ANNUAL PLAN BY THE GLOBAL ASSEMBLY

The International Council

DECIDES that the Global Assembly will separately approve the high level budget and long term financial plan for the International Secretariat as well as the accompanying annual plan for the following year.

EXPLANATORY NOTE

In the global movement, the Global Assembly gives direction to and has oversight of the International Board. The high level budget and long term financial plan as well as the annual plan of the International Secretariat are crucial instruments in the governance of the International Secretariat. These documents should be separately discussed and approved by the Global Assembly, in order to have effective oversight powers towards the International Board and to enable the Global Assembly to determine the financial

strategy and priorities for the global movement. Following the approval of the high level budget and taking into account further received income projections, the international board will decide on the final detailed IS budget pack, which should reflect the same financial priorities as the high level budget. For practical reasons and not to affect the operational effectiveness of the IS, the final IS budget pack is not proposed to be subject to further approvals of the GA. Changes in the final budget compared to the high level budget should however be communicated and accounted for as soon as possible to the Global Assembly.

The high level budget should include projected income by key income categories, projected staff costs and activity spend by strategic goals and ToC, by directorates and by regions, total grant funding to AI entities (RAM and FIF) as well as other major investments (e.g. Global Transition). The annual plan will serve as the narrative explanation for the high level budget and financial priorities.

Such would also align with the statute of Amnesty International, in particular with regard to the provisions about the ultimate authority to determine the financial strategy of the movement (art. 6. iii). Approval of the high level budget would give the Global Assembly the necessary means to do so. The governance reform process provides a good opportunity to realize this.

International Board and SG advice on resolution

The International Board welcomes the call for greater transparency and accountability, which has been a central driver of the Governance Reform. The International Board is itself proposing the presentation of the International Secretariat (IS) high level budget and 5 year plan as part of the International Treasurer's Report, which will be subject to plenary approval. The Treasurer's Report will also provide an integrated view of the performance of the IS and movement for the previous and current years, and therefore deliver the necessary coherent analysis of key drivers and trends influencing the development of budget and future plans.

This resolution requires that the high level annual budget and long term financial plan be separately approved by the Global Assembly, and also requires that the annual plan for the following year be separately approved. The Board is concerned about the conflicts of interest in a separate approval of the international budget as proposed, primarily as a majority of AI entities are in receipt of funding from the IS. The Board is also concerned about preparing/reviewing an annual plan at a time of the year that is not integrated to the planning cycle.

The explanation provided by AI Netherlands in the Explanatory Note as to what they would expect to be presented as a 'high level budget' goes well beyond what would be included in a budget at that level and at that time of the organisational cycle. The IB is concerned about the level of detail requested by AI Netherlands (Spend by Theories of Change and Directorate), considering that the high level budget would be prepared before detailed operational planning and associated considerations have been had by the IS and the wider movement. The Board intends that the format of the high level budget and 5 year plan in the Treasurer's Report will be developed year-on-year on the basis of feedback from the Global Assembly, and continuing improvements delivered across the movement planning and reporting practices.

IS Finance Programme review preliminary costings

This resolution requests an additional layer of budgetary approval, therefore would require additional time from IS staff to prepare and administer the process. Additional Senior staff would have to approve any submission to the Global Assembly.

Resources required

- 2 weeks of staff cost for the Finance team and Senior Leadership Team: €5,000
- Potential additional staff costs should a budget be rejected and require re-working. This would also affect IS operation planning processes.

Total cost: €5, 000

1.11. AI GERMANY: MEETING OF THE MOVEMENT

The International Council

- Recognises the importance of ensuring a global, wide-ranging dialogue between Amnesty members in order to facilitate and strengthen ONE AMNESTY;
 - Realises the need for strong international ties amongst the membership in order to meet the targets that were set out in the Activism Manifesto (ACT1040052016);
 - Notes that, by virtue of its structure and function, a Meeting of the Movement (MoM) as originally proposed within the recent process of Governance Reform is not a constituent part of Governance Reform;
 - Takes note of the fact that at global level, Governance Reform only allows for smaller meetings of decision-makers and experts;
 - Requests that a Meeting of the Movement will be established;
 - Asks the International Board (Board) to flesh out the concept for such a meeting, in close consultation with sections and structures, taking into account the ideas provided in the explanatory note; and to draft a proposal for decision for the next Global Assembly.
-

EXPLANATORY NOTE

We believe that our movement needs an in-depth and wide-ranging dialogue between members of all sections, in the form of a regularly held international meeting, in order to:

- nurture a feeling of community and shared purpose;
- facilitate the discussion and development of shared strategies as well as to prepare the discussion of the next Strategic Goals;
 - create a space where the membership of our movement can have an open discussion and exchange ideas;
- keep international networks alive;
- ensure that a sufficient number of members can engage with global issues and are qualified for the Global Assembly (GA);
- adequately and effectively reflect the broad diversity of members at global level;
- sustain our credibility and resilience as a membership organization.

The proposed GA as the movement's ultimate decision-making body will not be able to achieve that.

The proposed concept of the 'Meeting of the Movement' shall clarify:

- purpose (see above),
- duration (e.g. in the range 3 to 5 days)
- frequency (minimum every four years, 1-2 years ahead of the adoption of the Strategic Goals),
- preparatory responsibility (e.g. IS and regional committee)
- participation and size of delegation (elected delegations should reflect their S/s diversity in the best way possible, same number of delegates for all S/s)
- rotation system for locations amongst regions.

International Board and SG advice on resolution

It is noted that this resolution has been revised and is asking for a proposal for such a meeting to be brought forward for decision at the first Global Assembly Meeting. The Board recognises that this proposal is framed to sit outside the governance processes, yet that the Explanatory Note suggests that a Meeting of the Movement have a role in strategy-setting. The Global Assembly should play that role and any additional membership meetings required should be decided on the basis of need, opportunity and availability of resources, rather than as an ongoing, binding decision.

IS Finance Programme review preliminary costings

This resolution proposes the scoping of an additional international meeting of the movement, with the specific requirements to be built into a concept note.

Without these specific details, only a range of the potential resource requirement can be provided, which would also be affected by potentially rotating this meeting, with higher costs projected should the meeting be held outside of Europe.

Resources required

Should the meeting be held on the scale of the ICM (duration and number of participants), the following indicative costs would apply:

- 1) Meeting held in EU: €641,300
- 2) Meeting held outside of EU: €746,240

Costs would be lower if frequency of the meeting and number of delegates was reduced.

Total cost:

- 1) One-off concept note development would require 2 months of dedicated time €11,000. The meeting could cost up to €641,000 - €746,000 every two years, or €320,000 - € 373,000 per annum

2. HUMAN RIGHTS WORKING PARTY

2.01. AI FRANCE, AI GREECE, AI SPAIN AND AI USA: DEVELOPING A POLICY ON MILITARY OCCUPATION

The International Council

REQUESTS the International Board to develop, in consultation with sections and structures, a policy on military occupation including criteria for when Amnesty International should oppose a military occupation.

EXPLANATORY NOTE

Military occupations, especially when they are prolonged (e.g. Occupied Palestinian Territories, Western Sahara, northern part of Cyprus), have resulted in serious (even grave and systematic) violations of human rights and International Humanitarian Law including: restrictions on freedom of movement,⁵ collective punishment,⁶ expulsions,⁷ unlawful killings,⁸ arbitrary detentions,⁹ torture,¹⁰ and violations of refugees' right of return.¹¹

This is particularly true in the case of the Occupied Palestinian Territories where, on the basis of international law, and impartial and rigorous research, Amnesty International plays a crucial role in denouncing human rights violations committed by both Israeli and Palestinian parties.

Lacking a policy on military occupation, AI's actions to end these violations have proved ineffective. Justice has not been done for the victims and impunity only perpetuates the cycle of violations and violence.

Sections cited many reasons for developing a policy on military occupation, including to:

1. Allow AI to adopt a new strategy addressing the root cause (occupation) of these violations.
2. Allow AI to oppose an occupation regardless of its legal status.

⁵ AI, [Morocco: Continuing arrests, "disappearances" and restrictions on freedom of expression and movement in Western Sahara](#), 1 February 1993, (MDE 29/003/1993). AI, [Israel/Occupied Palestinian Territories \(OPT\)/Egypt: Freedom of movement/Right to education denied](#), 14 August 2008, (MDE 15/033/2008). AI, [Israel/Occupied Territories: Prolonged closure of the Gaza-Egypt border and arbitrary restrictions to freedom of movement should be lifted](#), 6 October 2005, (MDE 15/051/2005). AI, [Israel and the Occupied Territories: Surviving under siege: The impact of movement restrictions on the right to work](#), 7 September 2003, (MDE 15/001/2003).

⁶ AI, [Trapped – collective punishment in Gaza](#), 12 August 2008. AI, [Israeli authorities must end collective punishment of Palestinians in Hebron](#), 25 February 2016, (MDE 15/3529/2016). AI, [Israel: Collective punishment will not bring the justice that murdered teens deserve](#), 1 July 2014. AI, [What I saw in Issawiya was the collective punishment of thousands of people](#), 21 October 2015.

⁷ AI, [Morocco/Western Sahara: Expulsion of human rights defender reflects growing intolerance](#), 17 November 2009, (MDE 29/012/2009). AI, [New Israeli military order could increase expulsions of West Bank Palestinians](#), 28 April 2010. AI, [Expelled from the West Bank](#), 28 April 2010.

⁸ AI, [Morocco must investigate killing of 14-year old Sahrawi at protest site](#), 27 October 2010. AI, [Israeli forces in Occupied Palestinian Territories must end pattern of unlawful killings](#), 27 October 2015.

⁹ AI, [Sahrawi activists on trial for visiting refugee camps](#), 14 October 2010.

¹⁰ AI, [Morocco: Torture in Morocco and Western Sahara: In summary: Stop Torture country briefing](#), 13 May 2014, (MDE 29/004/2014). AI, [Morocco/Western Sahara: Investigate alleged torture of six detained Sahrawis](#), 16 May 2013. AI, [Israel/Palestinian Authority: Torture / fear of torture](#), 13 August 1996, (MDE 15/054/1996).

¹¹ AI, [Israel and the Occupied Territories/Palestinian Authority: The right to return: The case of the Palestinians](#), 29 March 2001, (MDE 15/013/2001).

3. Allow AI to name occupations that are illegal.
4. Address the inconsistencies with which AI discusses different situations (e.g. Western Sahara, OPT, northern part of Cyprus, Crimea), including use of the term “occupied” before a territory; “illegal” before that of “annexation”; reference to “settlers” and opposition to their transfer, or to refugees and their right of return, which jeopardizes AI’s perceived and real impartiality.
5. Allow AI to partner with a larger number of organizations working to end human rights and IHL violations facilitated by military occupation.

Criteria for when AI should oppose a military occupation could include, but need not be limited to: extent or severity of violations, illegality, duration, situation of apartheid, or annexation.

Once AI has developed a policy, AI should examine cases of prolonged occupation including the Occupied Palestinian Territories, Western Sahara, and the northern part of Cyprus. Prolonged occupations violate IHL or become de facto annexations, which are also illegal.

While AI policies should be valid for the long term, this policy would also advance our current Strategic Goals No. 2 (Human rights and justice are enjoyed without discrimination), No. 3 (People are protected during conflict and crises), and No. 4 (Human rights abusers are held accountable).

International Board and SG advice on resolution
The International Board recommends that this resolution be supported. It should be noted that the explanatory note that accompanies the resolution lists Western Sahara as one of three examples of long-term occupation. However, AI has never publicly stated that Western Sahara is occupied territory and has not analysed the situation there as governed by international humanitarian law. There are good arguments to consider it as occupied, and AI needs – especially if this resolution is passed – to consider examining the situation and making a determination as to whether it is occupied. The costing of the resolution should reflect the challenges entailed in developing the policy on occupation and holding movement-wide consultations. As far as the Board is aware, no human rights organization currently has a global position on the issue of military occupation.

IS Finance Programme review preliminary costings
The creation/review of a policy would require 3 months of legal research.
Resource required: The creation/review of a policy would require 3 months of legal research.
Total cost: €17,000

2.02. AI MEXICO AND AI USA: DRUG CONTROL AND HUMAN RIGHTS

The PrepCom notes the similarities between the resolutions from AI Mexico and AI Greece on “Drug control and Human Rights” and that there is disagreement on one issue only. For this reason, the PrepCom intends to discuss both resolutions together in the Human Rights Policy Working Party

The International Council

REQUESTS that the International Board develop a policy on drug control and human rights.

CALLS ON the International Board, in the development of this policy, to:

- Base the policy on the results of the study, Amnesty International and drug control: A human rights perspective, undertaken in accordance with Decision 3 of the 2015 International Council Meeting.¹²
- Take into consideration the risk analysis set out in the study.¹³
- Ensure the policy pays particular attention to, but is not limited to, the issue of the criminalization of drug-related behaviours, based on international norms and standards, the recommendations of international human rights mechanisms, as well as other agencies of the United Nations.
- In developing this policy, the International Board shall ensure broad consultation with sections and structures, in accordance with the process established for developing policies on contentious issues.

REQUESTS that the policy be released no later than the next Global Assembly in 2018.

EXPLANATORY NOTE

This resolution is presented pursuant to Decision 2.2 adopted at the 2015 International Council Meeting which resulted in the study, Amnesty International and drug control policies: A human rights perspective, which was circulated in December 2016. We believe that the findings of the study and the risk analysis set out in it are sufficient to prepare a policy on the issue.

In Latin America drug policies based on prohibition and criminalization have led to numerous human rights violations. In Mexico, in the last 10 years the so-called "war on drugs" deployed by the security forces has resulted in an exponential increase in abuses and grave violations of human rights, including torture, disappearances, extrajudicial executions and arbitrary arrests arising from the implementation of drug control policies and operations to combat drug trafficking.

Taking a position on the implications for human rights of drug policies and the international framework that underpins them is crucial for the protection of human dignity and to ensure an end to serious violations of human rights committed in the name of controlling drugs.

The international drug control regime is at a critical juncture; drug control policies are increasingly being challenged because of their negative impact on the protection of human rights at the international, regional and national levels.

At the regional level there is an open debate in the Organization of American States (OAS). Its report Scenarios for the drug problem in the Americas and the Declaration of Antigua were an important step in challenging the existing model, as is the participation in the debate of countries that have publicly called for reflection on current policies and have led discussions in international forums, encouraging a shift of focus in strategies to combat drug trafficking.

¹² *Amnesty International and drug control: A human rights perspective*, consultation draft 6 December 2016.

¹³ Risk Analysis drug control and Human Rights Policy Consultation. December 2016-internal document.

The special session of the United Nations General Assembly on drugs started a process towards the adoption of a new Policy Declaration and Plan of Action on drugs for 2019. This represents an opportunity for Amnesty International to influence a critical debate for human rights. The lack of a clear position on drug control policies and their impact on human rights hinders our ability to influence and be relevant in a crucial debate that is shaping our world.

In countries such as Mexico and others where AI has a presence, there is a pressing need for a policy on drug control and human rights. This should, among other things, strengthen our existing policies and develop a position on the international drug control regime. It should also provide additional tools to improve our work in relevant areas of the Strategic Goals, particularly with respect to the economic, social and cultural rights of the most marginalized and discriminated against groups; privacy; security; the criminal justice system; and the death penalty.

International Board and SG advice on resolution
The Board notes that the study prepared by the IS based on the 2015 ICM resolution recommends the adoption of a policy on drug control. The Board recommends this resolution be supported, giving the go-ahead for the development of a full policy on drug control and human rights.

IS Finance Programme review preliminary costings
The creation/review of a policy would require 2 months of legal research.
Resource required: Staff cost: Legal Research - 2 months grade 5 staff time
Total cost: €11,000

2.03. AI GREECE: DRUG CONTROL AND HUMAN RIGHTS

The PrepCom notes the similarities between the resolutions from AI Mexico and AI Greece on "Drug control and Human Rights" and that there is disagreement on one issue only. For this reason, the PrepCom intends to discuss both resolutions together in the Human Rights Policy Working Party

The International Council

REQUESTS that the International Board develops a policy on drug control and human rights supplementing those aspects of drug control that are addressed by AI's existing policies.

CALLS ON the International Board, in the development of this policy, to:

- Base the policy on the results of the study Amnesty International and drug control: A human rights perspective, undertaken in accordance with Decision 3 of the 2015 International Council Meeting.¹⁴

¹⁴ Amnesty International and drug control: A human rights perspective, AI Index: POL 30/6087/2017

- Take into consideration the risk analysis set out in the study.¹⁵
- Ensure the policy pays particular attention to, but is not limited to, the issue of the criminalization of drug-related conduct, including the use and possession of drugs for personal use, informed by international law and standards and the recommendations of international human rights mechanisms and UN agencies.
- In developing this policy, the International Board shall ensure broad consultation with sections and structures, in accordance with the process established for dealing with policies on contentious issues.

REQUESTS that the policy be presented in advance of the next Global Assembly in 2018.

EXPLANATORY NOTE

This resolution is presented pursuant to Decision 3 adopted at the 2015 International Council Meeting which resulted in the study "Amnesty International and drug control: A human rights perspective" (AI Index: POL 30/6087/2017), which was circulated in December 2016.

The study makes evident that adopting a policy that addresses the human rights implications of drug control policies and the international regime that sustains them becomes crucial for the protection of human dignity and to ensure that human rights violations committed in the name of drug control are halted. We believe that the findings of the study and the risk analysis (AI Index: POL 30/6088/2017) set out in it are sufficient to prepare a policy on the issue.

The international drug control regime is at a critical juncture; drug control policies are increasingly being challenged because of their negative impact on the protection of human rights at the international, regional and national levels. From a human rights perspective, the current approach to drugs based on prohibition and criminalization raises several questions and appears to have led to numerous violations of rights enshrined in international human rights law, including the rights to liberty, health, non-discrimination and privacy.

Latin American drug policies based on prohibition and criminalization have led to numerous human rights violations, particularly in Mexico, where in the last 10 years the so-called "war on drugs"¹⁶ deployed by the security forces has resulted in an exponential increase in abuses and gross human rights violations, including torture, disappearances, extrajudicial executions and arbitrary arrests.

Several UN mechanisms (UN Secretary General, OHCHR, Committee on Economic, Social and Cultural Rights, UNAIDS, Global Commission on HIV and the Law, WHO, UNDP, UN Women, UN Special Rapporteur on the right to health) have recommended that States consider decriminalization of personal consumption. The UN Working Group on Arbitrary Detention has stated that "Drug consumption or dependence is not sufficient justification for detention" and has questioned the legality, proportionality, necessity and appropriateness of the use of criminal detention as a measure of drug control for charges related to inter

¹⁵ Risk Analysis: Drug control and Human Rights Policy Consultation. Internal document, AI Index POL 30/6088/2017

¹⁶ Implementation of drug control policies and operations to combat drug trafficking.

alia drug use and possession. The Global Commission on Drug Policy, comprised of several former heads of States or UN officials, among others, also advocates for the decriminalization of personal consumption.

Domestic courts in Argentina, Colombia and Mexico have ruled the criminalization of drug possession to be unconstitutional and in violation of the right to privacy, more than 25 countries in different regions of the world are currently implementing different degrees of decriminalization of certain drug-related conduct and Portugal decriminalized in 2001 the possession of all drugs for personal use.

In this context, it is imperative to develop and adopt such a drug control policy as soon as possible in order to contribute a human rights perspective to the process in which the 2009 Political Declaration and Plan of Action on drugs is due to be reviewed in 2019. This represents an opportunity for Amnesty International to influence a critical debate for human rights. The lack of a clear position on drug control policies and their impact on human rights hinders our ability to influence and be relevant in a crucial debate that is shaping our world.

<i>International Board and SG advice on resolution</i>
<p>The Board notes that the study prepared by the IS based on the 2015 ICM resolution recommends the adoption of a policy on drug control and human rights. The Board recommends that the support for resolutions on drugs at ICM 2017 be specifically about giving the go-ahead for policy development, but that there be no determination at this stage of the scope or content of a prospective policy. This allows all policy aspects – including those of interest to AI Greece and AI Mexico, and to any other entity in the movement – to remain equally on the table as the policy is developed.</p> <p>[The Board notes that the main difference between the resolutions presented by AI Mexico and AI Greece is the explicit reference in AI Greece’s resolution to assessing the criminalization of “use and possession of drugs for personal use”.</p> <p>As the study mandated by ICM 2015 shows, any meaningful future policy on drug control and human rights would have to, among other issues, address in some form or other the question of decriminalization of use and possession of drugs. Yet there is a risk that including one specific policy question at this stage may “crowd out” other important questions when the focus of the discussion at ICM 2017 should be the reception of the study mandated by ICM 2015, and the possible acceptance of the study’s recommendation for ICM 2017 to mandate a process of policy development in consultation with Sections].</p>

<i>IS Finance Programme review preliminary costings</i>
<p>The creation/review of a policy would require 2 months of legal research.</p> <p>Resource required: Staff cost: Legal Research - 2 months grade 5 staff time</p> <p>Total cost: €11,000</p>

2.04. INTERNATIONAL BOARD: DEVELOPMENT OF A POLICY ON STATE OBLIGATIONS ON ELECTIONS

The International Council

INSTRUCTS the International Board to prepare a policy setting out Amnesty's positions on state obligations on elections, which should be aligned with existing international human rights law, and which should include the following:

1. The right of citizens to vote and the right to stand in elections, including equality of access and opportunity in the exercise of these rights;
2. Implications of the principle of non-discrimination, including gender equality;
3. The impartiality and independence of electoral management bodies, and whether they systemically fail to ensure transparent and accurate tallying of votes;
4. The right to information, and access to information, in electoral processes and systems;
5. Manipulations of constituency boundaries that limit the ability of marginalised communities to elect representatives of their choice; and –
6. The scope of Amnesty's human rights commentary, engagement, and positions on the platforms of election candidates, on elected candidates, and on post-electoral nominations and appointments to government offices at the national or local level.

UNDERLINES that this policy shall be implemented in a manner that respects Amnesty International's commitment to impartiality and non-partisanship and instructs the International Board to consult the Movement on, and clarify further, Amnesty International's position on explicit or implicit support or opposition to the election, appointment or rise to power at the national or local level of any specific individuals, political groups or parties.

CLARIFIES that Amnesty International will not take a position on the legitimacy, as such, of any particular government, and will hold every government – however constituted – to account for abiding by its State obligations under international human rights law, humanitarian law and refugee law.

FURTHER INSTRUCTS the International Board to ensure that Sections and structures have an opportunity to review and give feedback on the final draft policy before it is adopted.

EXPLANATORY NOTE

This resolution has been put forward by the International Board (Board) to enable discussion and a decision by the Movement on the scope of Amnesty's positions on State obligations in regard to elections. By the time of the ICM we anticipate that significant discussion will have occurred within and between Sections based on a discussion paper provided in November 2016 ('Discussion paper for consideration on possible revision of Amnesty International policy on elections and democracy'). The present resolution aims to set out the decisions of the Movement on the extent to which Amnesty will amend its elections policy in this area.

This resolution calls for an extension of the current policy and has the option of limiting this policy to existing human rights standards, which is the current default position. Discussion will need to occur on whether Amnesty should at this stage take up any issues that go beyond current international law standards.

The resolution contains options for areas in which Amnesty would be able to expand its work on elections. We hope that there will be a detailed discussion on the pros and cons of each potential extension of the

policy that was listed in the November 2016 discussion paper. These discussions would potentially guide amendments by the Board or by Sections in the course of the ICM.

The resolution also includes a clarification to reinforce our impartiality and non-partisanship, and that Amnesty will not take a position on the legitimacy of a particular government to be in power.

Note that the part of this resolution (operative point 6) that addresses post-electoral nominations and appointments at the national or local level, does not prejudge a review of Amnesty's position regarding nominations of individuals to *international, inter-governmental bodies*. (IGOs) The current position pertaining to IGOs stipulates that Amnesty can provide input on criteria for screening candidates but does not support or oppose particular candidates. That position has not been reviewed or discussed in recent years. At this point the Board has not discussed this policy position and proposes that the International Secretariat survey national entities for their views in 2018 on whether the current position should be retained, refined or amended.

IS Finance Programme review preliminary costings
Broadly the creation/review of a policy would require 2 months of legal research.
Resource required: Staff cost Legal Research - 2 months grade 5 staff time
Total cost: €11,000

2.05. AI UK, AI IRELAND, AI SWEDEN, AI ARGENTINA, AI PARAGUAY, AI URUGUAY, AI PERU; AI TUNISIA, AI ISRAEL, AI FRANCE, AI CHILE: REVIEW OF AMNESTY INTERNATIONAL'S ABORTION POLICY

The International Council

INSTRUCTS the International Board to conduct a review of AI's policy on 'Select Aspects of Abortion'¹⁷ with an intent to ensure that the policy:

- Aligns with current international human rights law, norms, and standards;
- Aligns with AI's policy on 'Sexual and Reproductive Rights'¹⁸ and other related policies, for the purpose of policy coherence;
- Responds to AI's research and other international evidence on the impact of restrictive abortion laws, policies, and practices on the human rights of women and girls;
- Provides a mandate for the AI movement to campaign for full realisation of sexual and reproductive human rights of all women and girls.¹⁹

¹⁷ AI Index: 39/005/2007

¹⁸ AI Index: POL 39/011/2007

¹⁹ Throughout this resolution we refer to "women and girls". However, any future policy should also recognise that whilst majority of personal experiences with abortion do relate to cisgender women and girls - who were born female and identify as female - transgender men and people who identify as neither men nor women may have the reproductive capacity to become pregnant

FURTHER INSTRUCTS the International Board to update the policy, pending results of the review, after consultation with the Chairs Assembly or by referring the decision to the Global Assembly no later than in 2018.

EXPLANATORY NOTE

In 2007, the IEC adopted the policy on 'Select Aspects of Abortion' that enabled AI to, among other issues, call for States to repeal laws criminalising abortion, and to take all necessary measures to ensure that safe and legal abortion services are available for all women who require them in cases of unwanted pregnancies as a result of rape, sexual assault or incest, or if the pregnancy poses a risk to the life or grave risk to the health of the woman (so called 'minimum grounds').

Yet sponsors note that there have been important developments since 2007 that underline the need for the policy review:

- International human rights standards have been evolving beyond those reflected upon in AI's policy;
- AI has gained experience working on abortion during the 'My Body, My Rights' campaign, yet its policy at times has proved challenging to support advocacy on sexual and reproductive rights and women's rights in many countries;
- Evidence, including from the UN and from AI's own research, increasingly confirms that laws that solely permit abortion on 'minimum grounds' do not ensure actual access to abortion even for women qualifying on those grounds,²⁰ but rather increases the number of unsafe abortions, often with a disastrous impact on women's and girls' health, contributing to inequality, stigma, and marginalisation/²¹

The sponsors express concern that current AI's policy on abortion could be interpreted in the movement and externally as calling for access to safe and legal abortion only on 'minimum grounds', as it does not contain explicit references to abortion beyond these grounds.

Moreover, a danger exists that such interpretation might be incorrectly taken as an accurate statement of the status of international law, negatively impacting AI's capacity to work in partnerships with civil society organisations (and at times even undermining their work), while also impeding AI's ability to advocate for full realisation of women's and girls' human rights. This challenge has already emerged in Ireland, where there are opportunities to reform the country's restrictive abortion legal framework.

Considering the above, and regarding the AI commitment to gender equality included in our Strategic Goals (2016-2019), we consider it important to review AI's policy on 'Select Aspects of Abortion' to ensure it aligns with the international human rights law, norms and standards, is based on evidence, and ensures that AI can call on States to fully respect, protect and fulfil the sexual and reproductive health and rights of women and girls.

and so may need and have abortions.

²⁰ See, for example, Concluding Observations: Ireland, UN Doc. CCPR/C/IRL/CO/4 (2014), para. 9; Concluding Observations: New Zealand, UN Doc. CEDAW/C/NZL/CO/7 (2012), paras. 34-35; Concluding Observations on Poland (Advance Unedited Version) (2016), paras. 23-24, available at: tbinternet.ohchr.org/_layouts/treatybodyexternal/TBSearch.aspx?TreatyID=8&DocTypeID=5

²¹ See World Health Organization, 2012. *Safe abortion: technical and policy guidance for health systems, second edition*, Geneva: WHO.

We feel it is desirable and realistic for the International Board to update the policy in the light of the review, or to refer such decision to the Global Assembly, no later than in 2018.

International Board and SG advice on resolution
The Board notes that our current position on access to abortion was established in 2007 and there is a strong case to review this position, particularly since international law, as interpreted by treaty bodies, has developed, opening up a variation between our policy and international law. In addition, Amnesty has amassed a wealth of experience based on its research at country level and its deep engagement with the issues in the context of the 'Demand Dignity' and 'My Body, My Rights' campaigns. The Board feels that it would therefore be useful to review our position on the issue as proposed in the resolution.

IS Finance Programme review preliminary costings
Requires Legal Research - 3 months for Legal staff member
Resource required: Staff cost: Legal Researcher - 3 months
Total cost: €17,000

2.06 AI AOTEAROA / NEW ZEALAND AND AI UK: HUMAN RIGHTS IMPACT OF CLIMATE CHANGE

The International Council

DECIDES that the International Board shall

- Ensure by the 2018 Global Assembly the delivery of a draft strategy to effectively safeguard human rights in the face of climate change and other environmental degradation that includes:
 - Researching and communicating the impact of climate change and other environmental degradation on human rights
 - Addressing relevant gaps in international laws and standards
 - Highlighting the obligations of states, corporations and other organisations by using the human rights framework
 - Establishing what action is needed from a human rights perspective to hold states, corporations and others effectively to account, and
 - Supporting initiatives that empower local communities to develop their own solutions for environmentally sustainable lives that respect human rights
 - Include the furthering of environmental justice as a selection criterion for establishing global priority campaigns.
-

EXPLANATORY NOTE

Environmental degradation generally, and climate change in particular, have the potential to cause catastrophic human rights impacts, especially on people who are already the poorest or most vulnerable.

As a movement, we have had discussions for years on what our role in averting such human rights impacts should be.

Following discussions at the last International Council Meeting, climate justice was incorporated into the theory of change for Strategic Goal 2.3, which calls for "limited work to develop Amnesty's internal understanding of the issue of climate change, strategy development and collaboration with other partners". Shortly before the Paris climate summit in 2015, the International Secretariat noted that "due to our existing commitments, we do not have any planned research on climate change in the short-term. Instead, we are carrying out limited work to develop our strategy, our knowledge on the issue, and collaborating with other partners" (IOR 51/2909/2015). To this end, an internal working group was being convened to deliver a long-term strategy.

However, the movement is still a significant way from having a clear understanding of its role in relation to environmental (especially climate) justice, and it hasn't considered the broader concept of environmental justice. This resolution, if passed, would require that the International Board deliver a draft of a strategy anticipated in November 2015. In doing this, it seeks to ensure that informed decisions on this issue can be made during the debates and discussions that will inform adoption of the next set of Strategic Goals.

In addition, the Resolution requires the International Board to include environmental justice as one of its decision-making criteria when selecting the next global campaign. It is acknowledged that other criteria would be important and the resolution does not attempt to diminish the International Board's decision-making authority on global campaigns.

<i>International Board and SG advice on resolution</i>
The Board supports this resolution, which requests the preparation of a strategy on options for work on climate change ahead of the next Strategic Goals period. This is in line with the existing theory of change on ESCR under the current Strategic Goals. As noted in 2017 ICM discussion circular <i>ORG 10/6302/2017: 'Human rights aspects of climate change'</i> , the 2017 ICM, and the proposed development of a strategy put forward by AI New Zealand and AI UK, create an important opportunity to engage in critical discussion on the extent of Amnesty's engagement on climate change in the next Strategic Goals period and beyond. The spectrum of options spans a wide range. On one end, it could involve low-resource engagement, involving the provision of human rights law and policy advice to other NGOs and lending our voice to efforts to reduce and adapt to climate change. At the other end, Amnesty could feasibly carry out a programme of research, advocacy and campaigning that identifies specific State failures to abide by their obligations under national and international human rights law, to support litigation and public campaigns by Amnesty and partners.

<i>IS Finance Programme review preliminary costings</i>
A paper has already been drafted on this subject <i>ORG 10/6302/2017: 'Human rights aspects of climate change'</i> , with additional staff time needed to create a strategy.
Resource required: Staff cost: Researcher - 3 months
Total cost: €17,000

2.07. AI ISRAEL: CONSCIENTIOUS OBJECTORS

The International Council

REAFFIRMS that Amnesty International considers a Conscientious Objector (CO) to be anyone who refuses to enlist in compulsory military service required by any country or nation on conscientious grounds, be it full or selective objection.

DECIDES that Amnesty International opposes criminalization or any other penalties or sanctions of any kind being imposed on Conscientious Objectors, regardless of whether or not they have refused to carry out a non-punitive alternative civilian service (where that is available), and if such individuals are imprisoned it considers them to be Prisoners of Conscience (POCs).

INSTRUCTS the International Board to conduct a stocktaking exercise of the phenomenon of Conscientious Objection in countries where military service is compulsory, to assess clearly the scope of violations, imprisonment and punitive measures taken against COs and to recommend how the phenomenon should be addressed within our existing and future strategic goals.

EXPLANATORY NOTE

The first paragraph reaffirms Amnesty International's existing policy that Conscientious Objectors include those who refuse for conscientious reasons to take part in a particular war or to carry out military service in a particular context, even if they might not be opposed in principle to all wars or all military service (i.e. pacifists).

The issue of Conscientious Objectors was on the agenda of 2011 ICM resulting with a decision to conduct a study on the subject and provide clear guidelines for the movement.

Unfortunately, such a study was not provided to the 2013 ICM. Instead a short review of AI's current policy was compiled (POL 31/001/2013). In response to a request from the AI Israel Section, the IS provided, very shortly before the ICM, an additional document which contained an assessment of the advantages and disadvantages of the policy change proposed in resolution 3.03 to the 2013 ICM (Addendum, POL 31/002/2013).

That Addendum, in addition to assessing the proposed policy change, also suggested for consideration a modification (in two variants, 2 and 2b) of the proposed policy change. The Addendum noted that Option 2 had the advantage of being more protective of COs than Amnesty's existing policy and would go somewhat beyond what is expressly supported in international law and standards, and would to that extent help push their boundaries. But it would still have maintained Option 2b in the addendum presented a strong case for a change of our current policy - that COs, irrespective of the nature of alternative service, should not be imprisoned or criminalized, while maintaining the distinction that in the case of total objectors (i.e. those who also refuse an alternative non-punitive civilian service) Amnesty would not oppose all penalties of any kind. One implication of that option would be that Amnesty could not consider imprisoned Conscientious Objectors as Prisoners of Conscience. This is because when Amnesty terms an individual a Prisoner of Conscience, it means it is opposed to any sanctions on them whatsoever for the action they have taken,

including fines. The current resolution therefore proposes that Amnesty take a step that goes significantly beyond what is supported by international law, by opposing all penalties of any kind, for all Conscientious Objectors, including total objectors.

This proposed revised position of Amnesty International will provide the following:

- (1) Clarify our uncompromising position that the right of freedom of thought, conscience and religion stands for itself, and therefore must not be conditioned. Every person should be able to exercise the right of freedom of thought, conscience and religion without violation for the purpose of engagement in an act of organized violence by their state/country, including 'alternative civilian' service that underpins a system of militarisation.
- (2) Instead of sticking with international law and standards it would go some way beyond them, and to that extent help to push the boundaries;
- (3) this approach could be explained in terms of AI policy on the basis that total objection (including refusing the state's demands – which are legitimate under international law - to carry out alternative service), when it is an expression of the individual's conscientiously-held beliefs, should be respected by the state as inextricably tied to those beliefs, and not subject to interference by the state.

Lastly, Amnesty International failed in assessing independently the scope, manifestations and spread of Conscientious Objection. Hence, it should conduct a study to assess these, and revise its strategy and campaigning according to the findings and if required.

<i>International Board and SG advice on resolution</i>
<p>The Board notes that the revised resolution proposes a position which would go significantly beyond international law with regard to conscientious objection to military service and alternative service. In this regard, The Board encourages all sections to review a short briefing prepared by the IS on the issue (POL 31/002/2013) available here which had been issued shortly before the 2013 ICM. That briefing considers the pros and cons of AI's existing policy position as well as two other options specifically looking at the question of those who object to both military service and any form of alternative civilian service where available (known as "total objectors"). Option 1 set out in that briefing is opposition to any type of sanction whatsoever on total objectors. Option 2 is opposition to any form of deprivation of liberty or to any criminal justice-related sanction against total objectors.</p> <p>The resolution proposed by AI Israel in effect puts forward Option 1 as identified in the 2013 briefing. As noted in that document, if AI were to adopt a general policy that there should be no sanctions of any kind on total objectors who refuse an alternative service which complies with international standards, it would go significantly beyond what can be supported by international law, which permits states to require conscientious objectors to carry out other forms of service, as long as such service is non-punitive, under civilian control, and non-discriminatory. That could have implications for the credibility of our advocacy in general, and particularly in countries which do not offer an appropriate alternative service for conscientious objectors, where AI's advocacy has for many years focused on calls for alternative service in line with international law and standards. (This is because we use the term 'prisoner of conscience' only when we can call for the immediate and unconditional release of a prisoner).</p> <p>The Board's advice is to support Option 2 in that briefing. That option would go somewhat beyond what is currently expressly supported in international law and standards, but not to an extent that would risk raising the credibility problem noted above. In opposing such a sanction against total objectors, AI could take a strong and bold position and hopefully over time its consistent advocacy</p>

could help to move international standards forward. We would also propose an alternative to Option 1, specifying that - in addition to meeting the requirements set out in international law - any alternative service should be in the public interest and compatible with the individual's conscience. If those conditions are met, it is not illegitimate for the state to require conscientious objectors to carry out such alternative service, and AI could not generally oppose all sanctions on those who refuse to do it. But if, despite meeting all the objective criteria, certain individuals, for conscientious reasons, refuse / are unable to comply with the requirement to do the alternative service, Amnesty would be able to oppose any sanctions against such an individual. If they are imprisoned, it could adopt them as a prisoner of conscience. The objective of Option 1 would be maintained, but with a different emphasis and in a more nuanced way in that the focus would be on the state's obligation to ensure that the alternative service is compatible with the individual's conscience and, where this does not apply, the onus would be on the individual to make the case that the alternative service is contrary to their conscience.

The proposed stocktaking does not fall within existing Strategic Goals and theories of change resources and would require allocation of additional resources. Amnesty has in the past worked with other NGOs to provide factual information about conscientious objection in a range of countries, which was provided in an amicus to the Constitutional Court of Korea available [here](#).

IS Finance Programme review preliminary costings

This resolution can be split into 2 areas that require resources:

- 1) A change of policy which would require staff time and consultation
- 2) A new area of legal research, which would require a 3 month consultant who has a background in this area – this would have to be an external consultant as the expertise is not present within Amnesty. Amnesty staff would then be required to review the study.

Resource required:

- 1) Policy Change. Staff cost: Legal Researcher - 2 months €11,000
- 2) New study. Research cost - 3 months consultant - €20,000
Legal staff cost: 2 months of review - €11,000

Total cost: €42, 000

2.08. AI FRANCE, AI ISRAEL: FURTHER RESEARCH INTO "SEX WORK"

The International Council

REQUESTS that the International Board

- asks Amnesty International to conduct additional independent research in countries that apply the position it advocates, namely the decriminalization of all actors involved in the sex industry. A comparative study can then be conducted between this approach and those of prohibitionist (by law or

in practice) and abolitionist countries; this study will clarify the impact of different models on the development of prostitution and respect for the rights of sex workers, thus enabling Amnesty International to confirm or to re-evaluate its position.

- while waiting for the results of this research, AI should not take any position in its public statements or actions in this regard.

EXPLANATORY NOTE

This resolution does not seek to challenge a decision taken two years ago in the International Council nor to re-open what was a fierce and painful debate. It seeks to propose a remedy to shortcomings in the process leading up to that vote, both in terms of research and the decision-making process, given that it was a new and particularly complex and controversial subject.

The International Board recognized the shortcomings of this process during IC2015. It also put a protocol on controversial courses of action (ORG 41/4095/2016) in place. This protocol was not retroactive, however, so it is unable to resolve this specific situation:

- We feel there were shortcomings in the research given that Amnesty International did not look at any country that had already decriminalized all those involved in the sex industry, which is what our movement is now recommending. To name but a few examples: the Netherlands, Germany, Australia, New Zealand, Switzerland and Greece.
- There was also an imbalance in the research conducted by our movement given that three of the four reports - Argentina, Hong Kong and Papua New Guinea – all have the same system: while their legislation is not prohibitionist per se, in practice these countries do criminalize “sex work”. In fact, people involved in prostitution are harassed, stigmatized and mistreated. Only the fourth report related to an abolitionist country, Norway.
- However, this final report was not ready by the time of the International Council in Dublin and could not therefore be considered in the discussions and final decision, therefore also resulting in a shortcoming in the democratic decision-making process.

After an initial wave of negative reactions in the public sphere, the media and among some civil society actors such as feminist associations, our movement has issued virtually no communications on our new position. And yet the risk to our image still exists if we defend it publicly.

Only additional research will enable each of the models to be similarly explored – and will enable us to rigorously and impartially clarify the approach chosen by Amnesty International, namely the decriminalization of all actors involved in the sex industry, and to guard against the risks that may be run by our undertaking communications or actions in this regard.

Should this research confirm the soundness of our position, it will provide us with more solid elements; if it does not, then it will be possible to argue for a re-assessment of this.

<i>International Board and SG advice on resolution</i>
The Board notes that this resolution would, in practice, mean a re-opening of a decision reached at ICM 2015, after 16 hours of debate and several months of preceding discussions. There have been no new facts that merit a re-opening of the debate. The first point of the resolution could be dealt with in a workshop proposal. Amnesty's agreed policy recommends the decriminalisation model which is in place, for example in New Zealand and parts of Australia. We do not see prima facie evidence of violations there

that would merit detailed research. Such research would also require us to go into detail on issues of workplace regulation, e.g. adequate pay, when the ICM 2015 directive was to take no position on sex work as "work", as this was an issue that many sections would prefer is not addressed. The Board is concerned that passing this resolution would be damaging to the sex workers rights movement which has reported being taken more seriously, being given more space within civil society, and engaging more effectively with governments to discuss human rights violations since the Amnesty decision. The Board notes that a moratorium on commenting on sex work would inhibit ongoing work on the human rights violations against sex workers that was detailed in AI's research reports and other planned and reactive work on HRVS experienced by sex workers. It would also put us in a difficult position in relation to statements already made following the decision at the 2015 ICM. The Board does not support this resolution.

IS Finance Programme review preliminary costings

Additional research into this areas would require 2 country missions over an estimated period of 1 and a half years. This would entail additional staff costs and mission costs, plus time to write and review the report.

Resources required:

- 1) Staff cost - Researcher for 1.5 years €97,000
- 2) Activity costs - mission costs - €25,000

Total cost: €122,000

2.09. AI FRANCE: PROTECTION FOR WHISTLE-BLOWERS

The International Council

REQUESTS that the International Board

- Develop a policy for the movement on the protection of whistle-blowers that includes a clear definition and criteria so that Amnesty International is able to take a position on their behalf and which takes recent developments at national, regional and international level into account.
- This policy will enable the development of a strategy that can better engage with whistle-blowers in different sectors and influence legislative debates in this regard.

EXPLANATORY NOTE

In 2013, Amnesty International included a position on whistle-blowers in its policy on freedom of expression:

"Whistle-blowers: Governments should never bring criminal proceedings or otherwise penalize individuals who, while under an obligation of confidentiality or secrecy, reveal information about human rights abuses for conscientious reasons and in a responsible manner. Moreover, other people, including journalists, who communicate information about human rights abuses should never be subjected to such measures. The same applies as a general rule to revealing or communicating information about other matters of public interest."

The framework this provides is very broad and we therefore feel it necessary to develop a policy specifically focused on the issue of protecting whistle-blowers. This should include a clear definition and criteria, and take recent developments at national, regional and international level into account. This strategy would provide guidance on assessing when and how to act in this regard.

In France, for example, the Sapin 2 Law of 9 December 2016 set out the global status of whistle-blowers and criteria for their protection. There is also a need for European legislation to protect whistle-blowers. NGOs such as Transparency International are calling on Europe to adopt a directive to protect whistle-blowers and for all countries to adopt and implement global legislation for their protection, in accordance with the highest international standards.

Amnesty International's strategy to date has consisted of focusing only on cases in which whistle-blowers – such as Edward Snowden or Chelsea Manning – have revealed serious human rights violations.

And yet the issue of whistle-blowers in the public debate covers a very wide range of situations: from State employees – in the army or intelligence services – who reveal mass violations of human rights through to pharmaceuticals laboratory staff or health professionals who uncover health frauds or the dangers of a particular drug (the Irène Frachon case in relation to Mediator), bank staff or auditors who disclose financial wrongdoing, massive fraud or tax evasion (Panama Papers, LuxLeaks), investigatory journalists, and so on. They all have in common the fact that they are denouncing, perhaps against the advice of their employers, offences they have witnessed (or been involved in) in the context of their professional activity and which are a danger to the public interest.

Whistle-blowers, along with the media who publish their information, are all too often the victims of reprisals when they are only acting in the general interest and exercising their right to freedom of expression. This is why we believe our movement must develop a strategy for protecting whistle-blowers in different sectors and not only in the area thus far explored, that of security and intelligence.

International Board and SG advice on resolution

The International Board supports the resolution as currently written. While Amnesty's existing policy on whistle-blowers is reflected in a range of AI and external documents, it would be useful, as proposed by the resolution, for it be captured into one document, the added value also being the opportunity to detail and clarify it further in discussion with sections. AI existing written policy on whistle-blowers and past practice has primarily covered instances where evidence of human rights violations or similar public interest information had been disclosed and/or instances involving prisoners of conscience.

[The Board suggests that other possible areas of engagement could include private sector employees disclosing serious human rights abuses by their employer, or employees of inter-governmental organisations or other international institutions disclosing serious human rights abuses or other wrongdoing by their institutions or institutions' member states. A third category might involve private

sector employees uncovering criminal behaviour (individual or corporate) such as corruption, tax fraud or money laundering. The development of a policy on whistle-blower protection would allow for the provision of guidance on whether and how Amnesty could approach such and other issues.]

IS Finance Programme review preliminary costings

Broadly the creation/review of a policy would require 2 months of legal research.

Resource required: Staff cost Legal Research - 2 months grade 5 staff time

Total cost: €11,000

2.10. AI LUXEMBOURG: BANKS AND THE ARMS TRADE

The International Council

REQUESTS that the International Board develops a strategy to obtain a ban on financial activities related to (i) prohibited arms and (ii) legal arms used to commit serious human rights violations.

EXPLANATORY NOTE

Some 500,000 people die each year through the irresponsible actions of the arms trade, and several million more are injured, raped and forced to flee. In an effort to stem the proliferation of arms and the suffering this causes, international law has gradually set down rules in this regard:

- the manufacture, storage, transfer and use of certain arms, such as biological and chemical weapons, antipersonnel mines and cluster munitions, is strictly prohibited and these are considered illegal at all times and under all circumstances;
- the transfer and use of legal arms (for example, AK-47 "Kalashnikov" guns) is prohibited when intended for the perpetration of serious violations of international humanitarian law and human rights, crimes under international law such as genocide, crimes against humanity and war crimes.

Arms proliferation is a global problem that requires action from all those involved: States, companies and, particularly, financial institutions. In fact, arms trade-related activities (production, sale, etc.) require funding and thus require the intervention of the banks and other financial institutions, who have a crucial role to play not only in making funding and investment decisions but also in exercising control over the financial transactions that pass through their institutions. Arms traffickers exploit the ramifications of the international financial system and, in particular, countries with weaker legislation in terms of verifying transactions.

Amnesty International Luxembourg therefore decided (with the support of the International Secretariat) to analyse the role of the financial sector in relation to the arms trade, taking the banking sector in Luxembourg

as an example. After three years of research, AI published a report in January 2016 entitled [Banks, arms and human rights violations](#), produced by the "Business and human rights group" of the Luxembourg Section. The report uses Luxembourg to illustrate a global problem: the conclusions and recommendations of the report apply also to other countries, both within the European Union and elsewhere.

Banks, arms and human rights violations shows that, due to poor legislation, as well as the banks' ineffective policies on arms and the significant weaknesses in their internal procedures for detecting arms-related transactions, there are few resources in place to prevent the banking sector from financing the production and transfer of prohibited arms or those used to commit serious human rights violations, or from investing in these activities.

The report makes several recommendations to States and financial institutions. Nonetheless, given the international dimension of the financial flows linked to arms trafficking, it is very important that Amnesty International takes a globally-coordinated approach.

<i>International Board and SG advice on resolution</i>
<p>The Board agrees with AI Luxembourg that exploring key levers of influence to ensure that unlawful and irresponsible arms transfers are effectively prevented is an important issue for the AI movement, given our key role in securing the Arms Trade Treaty (ATT). The levers for change include governments and corporations, and those companies that are financial institutions have a role to play by having in place appropriate due diligence frameworks. However, the Board notes that, over the four year period of the Strategic Goals, the movement has prioritised targeting States on their direct controls over arms transfers. This is important to ensure effective and robust implementation of the ATT, which is a very new Treaty. Work targeting corporations (both directly, and via State requirements on corporations and financial institutions) may well become a more prominent element of AI's strategy going forward. The proposal falls outside the scope of the agreed Theory of Change on Business and Human Rights, which focuses on extractives and natural resources and allows for some exceptions to work on specific research cases in other sectors.</p> <p>For these reasons, the Board recommends that this resolution is withdrawn and instead there is a workshop to explore how a due diligence framework for financial institutions with regard to arms transfers can be developed as part of our future strategy on arms control.</p>

<i>IS Finance Programme review preliminary costings</i>
<p>This a complex area of investigation and would require the creation of a new project with a researcher to carry out the work over a period of 2 years.</p> <p>Resource required: Staff cost - Researchers for 2 years €130,000</p> <p>Total cost: €130,000</p>

2.11. AI BENIN, AI COTE D'IVOIRE, AI LUXEMBOURG: RESOLUTION ON PROTECTING THE RIGHTS OF PEOPLE WITH DISABILITIES

The International Council

REQUESTS that the International Board continue its efforts to develop a consistent policy to protect the fundamental rights of people with disabilities:

- by focusing its action – temporarily and out of a concern for efficacy – on a limited sector of disability rights, namely:
 1. the right to freedom from torture or cruel, inhuman or degrading treatment (Article 15)
 2. the right to freedom from exploitation and abuse (Article 16)
 3. protection of the integrity of the person (Article 17)²²,
 - by developing a research and campaigns project focused on the cruel, inhuman or degrading treatment inflicted on people with disabilities in a country selected as the strategic target,
 - by cooperating on this issue, out of a strategic aim, with groups specializing in disability rights.
-

EXPLANATORY NOTE

*"Meanwhile, the men, women and children interned in homes for people suffering from a mental disability are waiting."*²³

The Luxembourg section is most concerned at the situation of people with disabilities around the world, particularly those suffering from a mental disability, and at their extreme vulnerability. More than a billion people, 15% of the world's population, live with a disability of some kind or another, and 80% of these people live in the developing world²⁴. Those suffering from an intellectual disability are more exposed to exclusion, ill-treatment and abuse.

We wish to recall Decision 6 of the 2009 International Council inviting the International Executive Committee to develop a policy for Amnesty International's work on the rights of people with disabilities and wish to clearly recognise the efforts made to develop such a policy.

We would, however, like to emphasize both the scope of such a project and the need for Amnesty International to focus its efforts on specific objectives, bearing in mind its limited financial and human resources. The organization can draw on long experience and great expertise in fighting torture and cruel, inhuman and degrading treatment, and so we propose that Amnesty International should focus its research and actions – temporarily and out of a concern for efficacy – on rights that can protect people with disabilities from the ill-treatment they may suffer.

There is a solid instrument of international law enabling States party to be called to account and held responsible in this regard. It is the *Convention on the Rights of Persons with Disabilities*, which entered into force on 3 May 2008. Since then it has been signed by 160 States and ratified by 172 (including the European Union) (as of 13 December 2016).

²² Convention on the Rights of Persons with Disabilities.

²³ Theresa Freese-Trecek, Amnesty International's Bulgaria Research and Campaigns Assistant, at the end of her paper "A life worse than imprisonment" (*Une vie pire que l'emprisonnement*), published on 10 October 2002.

²⁴ World Report on Disability. The World Health Organization and the World Bank (2011); cf., in particular, the report published on Uganda in 2014 by the Mental Disability Advocacy Centre.

International Board and SG advice on resolution

The Board supports this resolution, but would propose amendments. The need to address the rights of peoples with disabilities is recognised in the Strategic Goals and theories of change (in particular on death penalty and on discrimination) and the Board agrees that there should be greater attention to the rights of people with disabilities within our existing work across the board. The Board therefore proposes that the resolution does not focus on one particular right, but rather calls for increased attention to the rights of people with disabilities within projects based on the Strategic Goals. If there is a specific stand-alone project on the rights of disabilities, this will have significant resource implications.

To support the resolution's objectives, and its operationalisation if adopted, the IS' Law & Policy Unit is preparing a guidance note (POL 30/6274/2017) on the rights of people with disabilities which will: 1) Explain that Amnesty's policy positions on rights of people with disabilities are based on Convention on the Rights of People with Disabilities (CRPD) and other international standards, 2). Provide guidance on appropriate terminology, 3). Indicate how AI's work on this issue has been operationalised in our research and advocacy, including on the death penalty, mental health, the right to marry and discrimination in education, and 4). Emphasise indicating the need to consult with disability rights groups when carrying out work in this area, particularly when taking on a new aspect.

IS Finance Programme review preliminary costings

This resolution would require new primary research to be conducted with additional costs for mission and policy creation.

Resource required:

Staff cost - Researcher for 1 year - grade 5 researcher for 1 year - €65,000

Mission costs - €10,000

Policy creation - Legal researcher - 3 months - €16,000

Total cost: €91,000

3. ORGANISATIONAL WORKING PARTY

3.01: Organizational Workshop: AI Netherlands, AI Algeria, AI Belgium Francophone, AI Cote D'Ivoire, AI Denmark, AI France, AI Germany, AI Italy, AI Japan, AI Luxembourg, AI Norway, AI USA, AI Philippines, AI Zimbabwe, AI Argentina, AI Mexico, and AI Switzerland: The Role of sections

- 1) Which existing discussion is this workshop related to?

- The document entitled "Role of (European) Sections and Structures in the Amnesty Movement" that was produced to complement the paper 'Organizing Amnesty International Nationally For Greater Human Rights Impact' (AI Index: POL 50/021/2014).
- The resolution presented to the 2017 ICM on the role of sections (Resolution 3.02)
- The governance reform proposal

2) What is the purpose of this workshop?

- To have an exchange between sections and structures about their central role in movement building, including in terms of mobilization, advocacy and human rights education which would give input to the International Board that has been requested to develop a proposal to the 2018 Global Assembly to ensure that sections and structures have the opportunity to become sustainable.

3) Why do you feel the ICM needs to have this discussion now?

- Have discussion now in order allow the International Board to develop a sound proposal to the 2018 Global Assembly.

4) Which key elements should be covered during the discussion and who (internal or external to Amnesty) should be part of this discussion?

a. Requirements to have a legitimate position in a national society. This includes minimum requirements in order to be recognized as a section.

b. Division of labor between sections and IS (Regional Offices) - Information, skills.

- Training, support
- Effective and efficient ways of communicating and deciding
- When is IS headquarters (in the lead), when facilitating (support)

c. Collaboration between sections/structures

- Use of expertise
- Exchange
- Partnerships

This topic will include a few examples and also deals with the best way to involve ROs/ IS.

d. Funding

- Funding of sections/structures as percentage of international budget
- Constraints in fundraising due to limited program resources
- Effective users of resources
- Investments required to increased delivery at national level

Participants and methodologies

- Representatives of sections/structures
- Staff of IS, including ROs
- Representatives of international NGOs that have national sections

The discussion will create an atmosphere of active participation, gather as much as possible input in a short time.

That means only very brief introduction or presentation, and as much as possible exchange.

The model of World café (small discussion groups, with changing participants and one facilitator per table) could serve for this.

The workshop will be facilitated by Laurent Deutsch.

Facilitators for table discussions will be recruited from sections (funding as well as funded) as well as structures.

5) What do you envisage to be the shared outcomes & learnings from this workshop?

A shared understanding about the role of sections/structures, and on the most relevant topics, items and directions that can serve as Terms of Reference, for the development of the proposal as mentioned in the resolution.

3.02. INTERNATIONAL BOARD: ALIGNING BUDGETING GLOBALLY

The International Council

RECOGNIZING that:

- Our global movement will benefit from agreeing national entities' budgets in a coordinated manner
- National entities and IS would benefit from sharing budgetary information earlier in the year to achieve a more effective allocation of resources across projects and geographies for greater human rights impact
- Amnesty International entities would benefit from focusing on the actual delivery of plans from the start of the year rather than having to consider potential changes to budgets into the budget year

DECIDES

- (a) With immediate effect, that the Boards of all Amnesty International entities will approve yearly budgets by no later than 15 December of the preceding year
 - (b) That all entities currently requiring formal approval of budgets by respective Annual General Meetings
 - i. will strive to make necessary changes for formal approval of their yearly budgets to be provided by no later than 15 December of the preceding year
 - ii. will commit to implement those changes as soon as possible and by no later than 31 August 2018
 - (c) That where an entity has demonstrated its willingness to implement point b) but cannot make necessary changes for statutory or regulatory requirements, that entity may seek an exceptional waiver from the Secretary General
-

EXPLANATORY NOTE

When the International Secretariat attempted at the end of 2015 to coordinate a more aligned approach to planning and budgeting across the AI movement, a significant number of entities found it challenging to

provide 2016 high level operational plans and budgets in early November. The main explanation for these challenges was a great disparity in the timing of budget approvals at section level. For that reason, we here propose an improvement in budget practices which will positively impact the delivery of our work.

Our vision is for all sections of the movement to agree their budgets in a coordinated manner, enabling us to take more effective, coordinated and coherent decisions at all levels, for greater human rights impact. This requires us to align timing of budget approvals and to start each budget year with approved budgets. This change would in most entities require the board to formally approve the budget which would be in line with Core Standard 6 (iv) which says that 'the Board [...] approves the annual budget, approves and signs the annual statutory accounts, and reviews the annual auditor's management letter.'

By delivering this positive change, national entities and IS would be able to share budgetary information earlier in the year to achieve a more effective allocation of resources across projects and geographies for greater human rights impact. Further, national entities would be able to focus on the actual delivery of plans from the start of the year rather than having to consider potential changes to budgets into the budget year. Finally, from an IS side, activity budgets and funding to funded entities would be finalised on the basis of approved section plans and budgeted assessment.

To give all entities an opportunity to shape this proposal, the movement was consulted in the second half of 2016 and the key outcomes of this consultation were as follows:

- AI entities were overwhelmingly supportive of this proposal, and the key points set forth through this resolution
- Amongst respondents, some entities reported potential challenges in changing budget practices due to laws and regulations, and this resolution provides flexibility in how it is implemented to accommodate those cases
- To facilitate this change, it is recognised that the International Secretariat has an important support and coordination role to play and will provide timely inputs to the planning process

This resolution was drafted as a result of the consultation and we believe it provides the necessary provisions for national entities to support it.

<i>IS Finance Programme review preliminary costings</i>
As budgets are already prepared this would require no additional cost.
Resources required: No additional resources required

3.03. AI ALGERIA, AI BELGIUM FRANCOPHONE, AI COTE D'IVOIRE, AI DENMARK, AI FRANCE, AI GERMANY, AI ITALY, AI JAPAN, AI LUXEMBOURG, AI NETHERLANDS, AI NORWAY AND AI SWITZERLAND: RESOLUTION ON THE ROLE OF SECTIONS

The International Council

DEEPLY CONCERNED by the growing trend all over the world of rejection of human rights for all and resulting policies;

CONVINCED about the need for Amnesty International to have sections and structures on the ground in as many places as possible, and for existing sections and structures to fulfil their potential in a sustainable manner given the difficulty in predicting where new human rights crises may develop;

CONSIDERING the absolute necessity to invest in human rights education in as many places as possible;

UNDERLINES the importance of sections and structures in responding to human rights developments on the ground, based on strong roots and regular contacts with the public, the media and civil society at the local level;

REAFFIRMS the central role of sections and structures in movement building, including in terms of mobilization, advocacy and human rights education;

RECALLS that sections finance almost all of the global budget, supporting our common solidarity and shared goals for advancing human rights;

CALLS ON the International Board to develop, in participation with sections, structures and the International Secretariat, a proposal to be discussed at the 2018 Global Assembly

- reviewing the percentage of the global international budget allowed to sections and structures support;
- providing sections and structures with the training and support they need;
- transferring the skills required in terms of research;
- making use of expertise and opportunities in sections and structures;
- enabling support and skill sharing between sections/structures;
- ensuring clarity of roles and responsibilities between sections/structures and Regional Offices, including the level of support provided by Regional Offices.

EXPLANATORY NOTE

This resolution reflects conclusions of a document entitled "Role of (European) Sections and Structures in the Amnesty Movement" that was produced to complement the paper 'Organizing Amnesty International Nationally For Greater Human Rights Impact' (AI Index: POL 50/021/2014). The main conclusions of that document were:

- Sections make Amnesty's efforts real. Sections generate long term impact on human rights situations through campaigning and mobilisation, media work, advocacy, fundraising and human rights education. Sections bring Amnesty closer to the ground, to future supporters.
- Sections have legitimacy. They are often firmly rooted in the local society. They connect with citizens and facilitate their engagement with human rights. They shape opinions while remaining firmly independent. They are accountable, liaise with the international community within their home countries and with the country's foreign policy actors. They can act quickly in cases of emergency. They have extensive local media contacts and access to local organizations.
- Sections are the backbone of the movement. They are connected to their constituencies of members and activists. They have strong links with other sections and with Amnesty's entities worldwide. They have proven to be innovative and have initiated and guided international projects. Sections with strong income fund the movement.

Therefore, funding of and support to sections should be based on the following principles:

- As the geopolitical situation is not predictable and neither is the survival of sections, we should ensure that sections are sustainable and ready when crisis arrives.
- Local involvement of sections in crisis situations is not only important from a perspective of legitimacy and accountability, it is often more cost-effective and productive than the use of external consultants.
- Continuous and sustainable funding allows sections to plan and realize their long-term Strategic Goals in countries where longer-term work could bring a higher impact for the human rights and for Amnesty.

Collaboration across the movement is crucial. In order to stimulate further development of sections, peer reviews could be a way forward. Such reviews could include the performance of other Amnesty entities, in particular the Regional Offices and the International Secretariat.

The establishment of ROs has provided new opportunities. That new situation also requires reconsidering our ways of working. First and foremost, we need good communication tools and processes between sections, the ROs and the International Secretariat. We should work from mutual trust built on a two-way (and not top-down) communication.

Needs identified in the work of Amnesty entities (in particular sections) with Regional Offices include:

- Ample opportunity to participate in mutual planning and activities. In the division of labour it should be clear what will be the service level expected from ROs and from sections.
- Acknowledgment of entities' expertise and delegation of work to them (without however using entities only to fill the gaps). Clarification of the "contract" between ROs and entities.
- Training and empowerment of entities' staff to do research.
- Clarity in the work and mechanisms used for work across ROs.
- Clarity as to the functions of the International Secretariat, including the support and facilitation they provide.

International Board and SG advice on resolution

The International Board supports the resolution, and the related workshop proposal, fully endorsing the centrality of sections in the movement. On the funding issue, the International Board has already commenced a process to consider the Resource Allocation Mechanism framework. The International Board is supportive of training, and skill-sharing, and believes that providing sections and structures with such additional training and support is needed and that it should be based on needs and a clearly developed and communicated prioritisation framework. On the research capacity building for sections, any such effort needs to be balanced with the potential to develop a section's local impact and capacity, gradually building on the learning from National Offices and our existing supports for locally relevant research work, ensuring that required movement quality can be assured. The Board does not think that resources will be available at international or section level to build capacity in all sections to conduct research that can meet movement standards, while agreeing that we should look at how we further support sections. Prioritisation of investments and supports in sections will be a requirement. The International Board expects that sections too will be innovating and contributing to the directions in the resolution, hand-in-hand with the IS.

IS Finance Programme review preliminary costings

This resolution has a number of different requirements, however further clarification is required to accurately assess the resourcing requirements. Specifically:

- 1) Providing sections and structures with the training and support they need: some sections already receive training, therefore clarification should be provided on the scale and scope of proposed training;
- 2) Transferring the skills required in terms of research: clarity needs to be provided on whether this is all sections, or on a case by case basis;
- 3) Making use of expertise and opportunities in sections and structures & 4) enabling support and skill sharing between sections/structures: this would require methods of collaborations, and costs would depend on what form these would take (meeting/skill-shares etc);
- 5) Ensuring clarity of roles and responsibilities between sections/structures and Regional Offices, including the level of support provided by Regional Offices: this would not require any additional cost

Resources required:

- 1 & 2) Potential costs for skill shares, training guides, travel and accommodation. Costs to facilitate training.
- 3 & 4) Enabling collaboration between sections such as arranging meetings/ skill shares.

Consideration should be made on whether these costs would be borne by sections or the IS, and whether this would reduce current section funding allocations in order to fund this resolution.

Total cost: €30,000+ (depending on the number/frequency and method of training/skill shares)

3.04. AI GERMANY: ENSURING AMNESTY PRESENCE WORLDWIDE

The International Council

OBSERVES

- with concern the stagnant growth and sometimes even the decline of development in in some smaller sections/structures/individual members through to the closure and/or consolidation of sections/structures;
- that due to financial and personnel resource bottlenecks in the International Secretariat (IS) and/or the responsible Regional Offices (ROs), it is not always possible to provide a commensurate level of support to the affected sections/structures/international members.

AGREES

- to the formation of a pool of sections/structures that are prepared, if requested, to provide the commensurate level of support to other sections/structures/individual members within the framework of a partnership, and together with them strengthen and develop human rights work in their regions;
- that this pool will be involved by the International Board (IB) if a review by the IS and the ROs reveals that they are unable to provide support in the particular case;
- that corresponding sections/structures from the pool, taking into consideration certain selection criteria, will be asked to provide support;

- that, with their mutual agreement (between the affected section/structure/individual member and the pool member(s)), an 'equal' partnership will be established, which will be subject to re-review after a certain period of time.

EXPLANATORY NOTE

A core value of Amnesty is:

"AMNESTY INTERNATIONAL forms a global community of human rights defenders with the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality"

and the adopted Strategic Goal 5 is:

"Maximizing our Resources and Engagement - We will be a truly global human rights movement of people defending human rights for all."

But there are still some small, funded sections/structures which are stagnating or declining, even though Amnesty's overall income and number of activists are increasing. ICM decision 8 (2015) "Ensuring presence and growth in the Global South" has improved the situation, but is insufficient to have a long term impact on strengthening Amnesty's presence and human rights activism globally.

Once again, sections/structures have been closed or consolidated in recent years, or they fear this, as the discussion about Organizing Amnesty Nationally at the most recent ICM and more recently the development of the Slovak structure (merger with the Czech section) revealed. In addition, the International Secretariat's global international volunteer programme was ended in spring 2015. Among other things, this led to individual memberships, which are on their way to developing into structures, no longer being supported. The result is a falling presence of Amnesty in the particular country, even though it often concerns countries where the understanding of human rights is slowly growing (such as in Eastern European countries) or where current negative political developments make all forms of support for human-rights work essential. The focus here is the work on human rights issues and the raising of awareness regarding human rights, not the topic of fundraising. People in preferably every country should be able to 'organise' themselves with Amnesty to defend human rights, with the presence of the smallest structures in all regions forming an indispensable basis for this.

It is understandable that the IS and the corresponding ROs are unable to provide support in every case, whether in terms of personnel or financially. But before even a small Amnesty unit is closed or restricted, many sections/structures would be willing to find solutions together with the affected groups to benefit from the shared exchange of experience and to support them. Therefore, before a section/structure is closed or integrated into another one, it should first be reviewed whether one of the other sections/structures is willing to help out on behalf of the IS. Sections that are interested can join the pool, specify which areas they want to/can support and, if necessary, also leave the pool again.

The establishment of the partnership should consider factors such as regional proximity, same language area, cultural circumstances etc. and if both sides agree to cooperate, a plan should be drawn up on the next steps and additional development stages. Regular status updates should be provided to the IB and, after a certain period of time, the implementation should also be reviewed. A detailed description of the process must be produced in advance with the involvement of interested sections/structures.

The International Board opposes this resolution, while acknowledging that sections can, and do, play an important role in supporting each other and that sections' expertise should be utilised more.

The Board does not see a situation of stagnating movement growth or increased section closures, noting that the number of section closures has slowed considerably in the last five years. The Board emphasises that the Organising AI Nationally project is driven at section-level, as was the case with AI Slovakia, which decided to initiate discussions on a merger with the support of the IS. The section subsequently dropped the process.

The Board notes the current work by the IS to project manage support teams, which includes sections. There will be more scope to do this, however this must be driven by bringing in people from sections with specific capabilities and expertise in the area identified for support.

The decision to stop supporting the model where individual members organise in groups, with the expectation of forming a structure, was stopped over ten years ago. This was due to organisational risk, quality control, and costs. Setting up in a country is a complex and expensive process, and as the organisation moves forward, decisions to develop a national models should be linked to priorities and resources. The Board is open to suggestions of initiatives for new national models, however, these must have a strategy and financial frame in place. They should be coordinated and led from the Board, where decisions to open new national models/projects currently sits.

IS Finance Programme review preliminary costings

This proposal needs to consider what constitutes 'commensurate levels of support' to other sections and structures, above support already provided.

Resource required:

Based on the current resolution, we cannot estimate a definitive cost for this resolution, however redirecting resources to non-priority sections could be an opportunity cost, as funds for sections with larger growth potential are redirected to lower priority sections.

In terms of section support this could take the form of international training or skill shares.

Total cost: €30,000+ (depending on the number/frequency and method of training/skill shares).

Additional estimates would require more clarity on what support would be provided by the pool of sections/structures.

WORKSHOP DISCUSSIONS

W1. AI SWEDEN (INITIATIVE), SUPPORTED BY AI PUERTO RICO: WORKSHOP ABOUT STRENGTHENING LGBTI RIGHTS IN AI'S IAR WORK

AI Sweden has coordinated with AI Puerto Rico, as per instructions from the PrepCom, and AI Puerto Rico has agreed to support the workshop proposal put forward by Sweden. We jointly envision that the intersex perspective (and the specific, and sometimes different, rights implications for intersex people compared to, inter alia, trans* people) be addressed in the workshop, as one part of a longer-term endeavor to strengthen AI's intersex rights work.

1. Which existing discussion is this workshop related to?

- The discussion is related to the implementation of Strategic Goal 2 and the challenges we face in integrating LGBTI rights as one key perspective in AI's anti-discrimination work and as a cross-cutting issue more broadly. . We are aware that the IS has formed a working group (IAR and GSI team, with section involvement foreseen at a later stage) to identify challenges in identifying individual LGBTI cases and how to overcome these challenges. The ICM would be an excellent opportunity to open up this discussion to a broader range of sections and structures, also to create a joint sense of ownership of the problem and its solutions.

2. What is the purpose of this workshop?

- The purpose is to identify ways in which we can strengthen the focus on LGBTI rights in our work, with a particular focus on LGBTI rights in our IAR work to enable long-term engagement.

3. Why do you feel the ICM needs to have this discussion now?

- We are in the middle of our strategic planning period, which both allows us to look at lessons learned and to plan ahead for the remainder of the period. Given that the LGBTI rights perspective comes across as a key dimension of Strategic Goal 2 and accompanying Theories of Change, now is the time to discuss how this dimension can be strengthened, not the least in relation to our IAR work.

4. Which key elements should be covered during the discussion and who (internal or external to Amnesty) should be part of this discussion?

- what are the challenges to strengthen LGBTI rights overall, as a key component of Strategic Goal 2?
- what are the specific challenges to identify LGBTI individuals for IAR work in a broad range of countries and contexts?
- how can these challenges be tackled?
- how can sections and structures be involved to support the IS in this work?

Sections, structures and key staff at the IS should be invited to join the discussion.

If the IAR and GSI teams would deem it appropriate, they may want to consider inviting ILGA or another global LGBTI rights organisation for external input in the discussion.

5. What do you envisage to be the shared outcomes & learnings from this workshop?

- better understanding among sections and structures for challenges faced by the IS in integrating LGBTI rights in our work
- identified possible ways forward for the IS, sections, and structures, to strengthen this work in particular with regard to IAR
- commitment from sections and structures to support IS in identifying cases and in highlighting LGBTI violations in their respective contexts
- a joint sense of ownership of the problem and its solutions between IS and sections/structures

W2. AI USA, AI ITALY, INTERNATIONAL BOARD: CIVIL DISOBEDIENCE AND BOYCOTTS

1. Which existing discussion is this workshop related to?

This workshop is central in the overarching theme of the growing politics of demonization, as it considers what activism and organising mean in an age of such politics. It is also a policy workshop on the substantive policy questions of civil disobedience and boycotts. Please see the detailed concept paper on this workshop (ORG 10/6181/2017: Note framing the civil disobedience and boycotts workshop).

2. What is the purpose of this workshop?

- The workshop discusses civil disobedience and boycotts as cutting edge tools in campaigning and activism. Are they tools that we should use, or use more than we have done before, in the context of hardening attitudes and extreme acts against human rights?
- In this context, the workshop also discusses a possible policy on civil disobedience.
- The workshop also discusses the ICM 2001 policy on boycotts, and whether and how we might strengthen its implementation.

3. Why do you feel the ICM needs to have this discussion now?

- Civil disobedience and boycotts both raise complex dilemmas as strategies and tactics, in terms of how we organize and mobilize, resist and campaign.
- In the context of a significant increase in the politics of demonization, our response to extreme acts carried out and policies put out in the name of States needs to be well thought-through and to be sharper.

4. Which key elements should be covered during the discussion and who (internal or external to Amnesty) should be part of this discussion?

- The discussion has two components, and is set to be in two parts. Enough time has been allocated for the two components. The first part is a discussion of civil disobedience and activism *as strategies*. The second is a discussion of the two individually *as policy questions*. A draft policy on civil disobedience is available, and the discussions will help refine it. With regard to the 2001 policy on boycotts, the discussion will help with ideas on whether we need to revamp its implementation, and/or to modify any of its elements.
- The workshop is open to ICM delegates that are working on and thinking about the nature and effectiveness of our campaigning and activism under Goal 5 of the Strategic Plan, as well as those delegates that have a specific interest in civil disobedience and/or boycotts as policy issues.

5. What do you envisage to be the shared outcomes & learnings from this workshop?

The workshop will enable –

- a shared appreciation of the place of civil disobedience and boycotts in the activism and campaigning repertoire of Amnesty International;
- a heightened and shared understanding of the possibilities, limitations and dilemmas of civil disobedience and boycotts in Amnesty's own activism and in its advocacy;
- refinement of the draft policy on civil disobedience; and –
- a reflection on past and current practice in relation to the policy on boycotts, and whether, and if so, how, we might revamp the implementation or any elements of the policy.

W3. AI NORWAY: WORKSHOP ABOUT HOW TO WORK TOWARDS MAJOR SPORTS ORGANISATIONS AND - EVENTS FOR HUMAN RIGHTS IMPACT

1) Which existing discussion is this workshop related to?

The proposed workshop relates to the ongoing discussion within Amnesty on how the movement should work to utilise the world's largest sporting events for sustainable human rights impact.

2) What is the purpose of this workshop?

The purpose of the workshop is to discuss how Amnesty International can work with and/or put pressure on Major Sports Organisations (FIFA, IOC etc) to make sure that major Sports Events they own can contribute towards protection and promotion of human rights rather than the opposite.

3) Why do you feel the ICM needs to have this discussion now?

This discussion has been ongoing within the movement for some time. Several sections believe that Amnesty International is not sufficiently utilizing the possibilities for human rights impact that major sports events present. A lot of Amnesty's previous work in this field has been rather ad hoc and has often been initiated too late to have substantial and lasting impact. Having said that there is one example of the opposite, our work on Qatar in relation to the Football World Championship in 2022, that shows us that more long standing and well prepared work has the possibility of sustainable human rights impact.

4) Which key elements should be covered during the discussion and who (internal or external to Amnesty) should be part of this discussion?

1. Amnesty's current strategy, or lack thereof, on the subject of the workshop.
2. Possible future strategies for Amnesty International in this field.
3. What are the frameworks for human rights or similar fields already in place in major sports organisations
4. What kind of guidelines/frameworks/treaties should Amnesty be working towards establishing for major sports events.
5. How the movement could engage its membership in this work.

The workshop would be strengthened if it were possible to invite representatives of major sports organisations and/or experts and scholars who have worked with them in developing a "code of conduct" in the human rights field. Being aware that successfully inviting such external experts might be difficult, we still believe that a workshop where only internal stakeholders are present would also be very valuable. Those stakeholders would be representatives from the international secretariat working in this field and representatives of sections who have experience in the same field. Policy experts from the IS and sections would also be able to give important input.

5) What do you envisage to be the shared outcomes & learnings from this workshop?

1. An in-depth discussion about Amnesty's work in this field that can either contribute to take this work further in a new direction or confirm that we are already working in the way most suited for our purpose.
2. We will get an overview of the work in this field that is already going on, both at IS and section level and from there unearth possible co-operations and synergies that could be followed up after the ICM.

3. The foundation of a new plan of action for Amnesty's work on Major Sports Organisations and human rights, including through activism.