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Introduction:

The Board asks the AGM to note that there are a number of resolutions that call for an emergency resolution to be raised at the International Council Meeting (ICM). In terms of the Board's ability to submit this as an emergency resolution to the ICM, we refer the AGM to the ICM Standing Orders which state that in order for an emergency resolution to be submitted the following must apply:

5.2 Resolutions may be submitted by a section or structure or by the International Executive Committee. The closing date by which proposed resolutions must reach the International Secretariat is seven months before the opening of the International Council. This is to give the movement the opportunity to discuss the issues in preparation for the Council.

5.6 A resolution received after the closing date for the receipt of resolutions is not considered an emergency resolution unless it is such that it could not have been formulated and submitted before the closing date.

5.7 Any proposed emergency resolution is submitted to the Preparatory Committee, which decides whether or not to include it on the agenda of the International Council.

The AGM will be discussing a number of complex issues. In order to help the AGM navigate this information, we have used the following conventions:

- All titles, names and reports are written in full with any acronyms noted at the beginning of each individual resolution. At the beginning of the next resolution, we will revert to using any titles in full before using acronyms. Please also see the glossary on page x for a full list of all abbreviations in the conference pack.
- All relevant reports and documents will be clearly identified throughout the document by being italicised, for example '*The Reference Group Report*' (RG report). Please note that all documents, unless marked confidential and internal, are available at www.amnesty.org/agm. Copies of all documents will be available at the AGM or can be ordered by calling the Supporter Care Team on 020 7033 1777.
- All references to web links will be underlined, for example, 'www.amnesty.org.uk'.

Working Party A: Campaigning

A1 Chittagong Hill Tracts (Bangladesh)

Proposer: Jeremy Allen

Seconder: Paul Webb

The AGM decides that a researched action be conducted into the worsening human rights situation in the Chittagong Hill Tracts (CHT) of Bangladesh. The researched action should report on:

- The continuing failure of the Bangladesh Government to implement the 1997 Peace Accord
- The continuing violence against indigenous people by settlers and the inability of the security forces to stop the violence
- The continuing violence against indigenous women and young girls and the inability of the authorities to convict perpetrators
- The increased restrictions on foreigners visiting the area
- Much needed development projects.

This researched action should result in a campaign and a public statement being sent to the Bangladesh Government take action on all human rights issues in the CHT.

Proposers Background note:

In the CHT the population of indigenous peoples is now approximately equal to the population the settlers who continue to take land as part of a Bangladesh Government project. (The Indigenous communities made up approximately 98% of the population in 1941 and 88% in 1961.) This migration has been associated with considerable inter-ethnic tension.

More than two decades of insurgency in the area ended when the government signed the Peace Accord in December 1997. However the most important provisions of the accord have not been implemented.

- A functioning land commission to identify land taken away from the indigenous people during the insurgency and to resolve land issues has not been established as agreed in accord.

- 400 temporary army camps still remain in the area 16 years the Peace Accord.
- Crucial powers have not been delegated to the 3 local Hill District Councils as agreed. These include: law and order, land and forest management, local police, secondary education, etc. Local elections to these councils have not been held.

There are at least 11 indigenous communities in the CHT with distinct culture, customs, languages, however as of 2011, the constitution of Bangladesh no longer recognizes these minorities as 'Indigenous Peoples'. This undermines internationally sanctioned human rights and fundamental freedoms.

Human rights violations against indigenous communities have intensified in 2012. These include rape and sexual assault against women and children, killings, arson, grabbing of lands, unlawful arrest and discrimination based upon ethnicity and religion.

In 2012, the numbers of incidents of human rights abuse against Indigenous Peoples increased drastically. Around 300 indigenous houses were demolished in land grabbing incidents and settlers made 4 communal attacks on indigenous communities. Witnesses report that security forces played a role that was either passive or collaborative in these incidents.

BOARD BACKGROUND NOTE:

Amnesty International's (AI) main work on this issue is the project 'Advancing Indigenous Peoples' rights in the CHT, Bangladesh', which will run until the end of 2013 as part of our overall work on 'Ending Discrimination and Persecution of People based on Race, Ethnicity, Religion, Sexual Orientation or Gender'.

Our focus is on the effective operation of the CHT Land Commission – now defunct – established by the Peace Accord in 1997. The Peace Accord was initiated following decades of conflict in the CHT over local indigenous efforts to secure greater autonomy and recognition of their rights to traditional lands and natural resources. During the conflict up to 50,000 Jumma fled into the forest interior and India. Many of their homes and lands were taken up by in-migrating Bengali settlers brought to the CHT through a state sponsored counter insurgency measure facilitated by the military. During this period of conflict, Amnesty International and other Non-Governmental Organisations (NGOs) documented massacres, arbitrary detention, torture, rapes and extrajudicial executions. Most of these massacres and attacks involved ordinary villagers in retaliation for attacks by armed insurgents.

AI is working to ensure that indigenous communities in the CHT enjoy their rights to ancestral lands, recognition of their indigenous identity, and their right to consent to developments/legislation that will impact on their communities and lands. Specifically, AI is trying to ensure the CHT Land Commission functions effectively. Access to land rights through this process is key to the enjoyment of a broad range of human rights for local indigenous peoples, including the right to adequate housing, livelihoods, freedom of movement.

A report launch on the rights of Indigenous Peoples in the CHT is currently scheduled for April 2013, and has a strong gender analysis throughout. A Campaign Briefing will also be produced by the International Secretariat (IS), and another mission is planned to conduct more research on access to justice and violence against indigenous women.

Campaigning is also planned that will target the government of Bangladesh, particularly those responsible for implementation of the Peace Accord, and advancing the rights of CHT indigenous tribal peoples. Other targets will include the United Nations (the three indigenous specific bodies), the International Labour Organisation, the USA and EU, and the United Nations Peacekeeping force.

AIUK is not currently signed up to the project on the IS database. Currently, we are in the process of building up the South Asia Country Coordinator team as we would need a Coordinator in place to take this forward.

Resource implication: £1-2K for campaign materials. Staff time would need to be dedicated to support activist campaigning.

A2 British UAVs (Drones)

Proposer: Canterbury Local Group

This AGM agrees that :

The use of UAVs constitutes a new and dangerous escalation in the technology of warfare. The claims by its proponents that they operate with “surgical accuracy”, only killing those who have been targeted are belied by the evidence emerging from different sources of the number of civilian casualties. The New America Foundation estimates that in Pakistan between 1,953 and 3,279 people have been killed since

2004 – and that between 18% and 23% of them were not militants. Stanford University and New York University Law Schools' exhaustive report in 2012 says that an estimated 176 children have been killed by drone strikes.

The programming of drones from remote bases thousands of miles from their targets distances those controlling the drones from any understanding of the effects of their operation on those living in the target area and very much desensitises combatants from warfare.

The use of UAVs is currently outside the jurisdiction of the Geneva Conventions on warfare and therefore the leaders of those countries that authorise their use could be found guilty of War Crimes.

The UK Government, through its use of British personnel in an RAF base, is fully involved in this programme, and could in future be prosecuted for War Crimes alongside the US Government.

The use of drones as weapons of war should immediately be the subject of a UN moratorium pending the development of a convention which regulates their use. Such a convention should aim to put very strict limits on the use of drones as an offensive weapon.

In the meantime, the use of drones in theatres of conflict should be limited only to reconnaissance.

The AGM instructs the board to:

Do all in their power to request that the British Government:

1. Show complete transparency and accountability regarding the involvement of British personnel in the use of drones, by providing assurance that British personnel are operating British drones within international law, and with respect for Article 20 of the Universal Declaration of Human Rights.
2. Call for the establishment of an international convention on the use of drones in areas of conflict.

3. Inform the US Government that British-controlled drones will not be used for any purpose other than reconnaissance until the development of an international convention on their offensive use.

Proposer Background note:

At the moment, American and British personnel programme Unmanned Aerial Vehicles (UAVs) based in Afghanistan from Creech Air Force Base in the Nevada Desert. Shortly, British personnel will be operating from RAF Waddington in Lincolnshire, where they will be programming 5 British Reaper aircraft (UAVs) that are based in Afghanistan. The British drones were mainly used for surveillance in Helmand province, but the American drones are armed with Hellfire missiles and bombs and they operate in areas of the world that are not in a state of war with the USA, as well as operating in Pakistan and Afghanistan.

According to American Law Professor Mary Ellen O'Connell these are “ carrying out extra-judicial killing, and none of this can be squared with international law “.

American drones are particularly active in N.W.Pakistan (Waziristan) where they circle endlessly until the ‘ target ‘ is sighted and a missile is fired. Local villagers rush to the scene to dig out those under the rubble: the drone then returns and fires a secondary strike, killing all those giving assistance. Arguably, this contravenes the 4th Geneva Convention which defines protections for civilians in war zones, and would constitute a War Crime.

This also inhibits the provision of medical assistance from humanitarian workers, and has also resulted in the case of Noor Khan v. the Pakistani Govt. (for allowing drones the use of Pakistani air-space) and the British Foreign Secretary (GCHQ info. given to the Americans) over the death of his father and all those attending a peaceful *jirga* (assembly) to discuss a dispute over a local chromite mine. (Article 20 of the Universal Declaration of Human Rights states that ‘ Everyone has the right to freedom of peaceful assembly and association ‘).

Those living underneath the drones have to face the constant fear that a deadly strike may be fired at any moment and that they are unable to defend themselves. In addition, although it is claimed that drones have removed some terrorists, expert observers believe that the anger that is caused by their use is breeding a new generation of terrorists. “ UAVs are creating a new generation of people with huge

resentment against the West “ to quote Lord Macdonald, the retired Director of Public Prosecutions. “ Young men step forward very readily to take the place of the dead targets “ (Jane Corbin, highly respected reporter for Panorama).

BOARD BACKGROUND NOTE:

Amnesty International’s (AI) work to date on drones has been very country-specific and has mainly been directed at the United States (US) Administration. The most recent statement we gave about drones was on 21 January 2013 when we called on the USA to disclose their manual on their use of drones, reminding the USA that their use of lethal force must be in accordance with international law (http://www.amnesty.org.uk/news_details.asp?NewsID=20585).

AI would argue that the use of drones per se isn’t outside the jurisdiction of the Geneva Conventions. The main issue for us is the way drones have been used, for example US strikes in Afghanistan and Pakistan, and the policy that underpins that use. AI has repeatedly called on governments to disclose the legal and factual basis for their use of lethal drone strikes, particularly by the US administration in its continuing armed attacks against suspected Al Qaida operatives, including much greater transparency in the monitoring of civilian casualties. We have called on government that use armed drones to demonstrate that their use of these weapons is compliant with their international legal obligations.

We remain deeply concerned that the US define their operations against Al Qaida and associated groups in terms of a global armed conflict and therefore apply the Geneva Conventions and the laws of war to its drone attacks against these targets and not international human rights law or other international standards relating to the use of force in non-armed conflict situations. In this instance, the laws of war are more permissive than human rights law that protects the right to life, prohibits extra-judicial killings and other unlawful killings, freedom of association and peaceful and lawful assembly and specifies that use of lethal force must be the last resort and only in situations where there is no lethal alternative to prevent imminent threats to life.

Under the laws of armed conflict, as codified by the Geneva Conventions, armed attacks are permitted against military targets as long as the perceived military advantage outweighs potential civilian harm. That said, under the Geneva Conventions there are general prohibitions on any attack that has failed to take all feasible measure to protect civilians.

AI would not necessarily limit its work on drones to armed attacks. Drones continue to play a key role in targeting and intelligence for lethal strikes, via reconnaissance and surveillance. We argue that the use of drones in this context continues to play a key facilitating role in the commission of these armed attacks and have documented human rights violations facilitated by drones in this role.

One area where several human rights Non-Governmental Organisations (NGOs) have concluded that international law is weak on drones is that of increased use of robotics and automated systems and technologies. Amnesty has not yet developed a clear policy position on the use of robotics and automation, including in the use of drones.

Resource implication: Minimal. However staff capacity would need to be allocated to prioritise drones within our Arms Controls Programme.

A3 Improving the Rights of Migrant Workers

Proposer: UNISON (Affiliate)

This AGM welcomes the emphasis given to labour exploitation of migrant workers within the movement's global priority of 'people on the move';

This AGM notes that there is a growing tide of racism towards, and intolerance of, migrants in the UK;

This AGM further notes that there is significant labour exploitation in the UK of migrant workers compounded by a ruthless determination to exploit their vulnerabilities on the part of some employers, and the failure of the immigration and other public authorities to adequately recognise and enforce the rights of migrants;

This AGM applauds the extensive work undertaken by unions to organise, empower and give voice to migrant workers, including for instance low-paid workers delivering public services, to assert their human and labour rights;

This AGM calls on AIUK to work together with UK trade unions, their migrant worker membership and their diasporas, in a spirit of active participation, to mitigate and minimise labour exploitation of migrant workers at home and abroad through collaborative campaigning, activism and advocacy in support of our aim of improving the human rights of 'people on the move'.

Proposer Background note:

UK trade unions have been especially active in defending migrant workers' rights in the economic sectors in which they are often concentrated, including health, social care, private contract cleaning, agriculture and food processing. UNISON has played a big part in defending migrant workers, and we count many amongst our members.

In May 2012, Amnesty UK local groups and our trade union network lobbied the government to restore visa rights to migrant domestic workers who, under current regulations, lose their right to remain in the UK and to access justice if they are forced to leave their employer due to labour exploitation or sexual harassment.

Amnesty International has a proud record of achievement in support of the rights of refugees and asylum seekers, and Amnesty UK has huge influence and impact through our domestic advocacy and activism and legal work. This resolution would compliment that other aspect of our 'people on the move' work.

Amnesty has also advocated for the rights of migrants, especially women, over many years and through many reports, and urgent actions but challenging the labour exploitation of migrant workers is a new priority for the movement, so the resolution doesn't propose particular activities or priorities, but rather encourages an effort for us to come together towards a common goal.

One area of work, which last years' AGM agreed, was to promote work in Amnesty on the human rights obligations of international sporting bodies, and Amnesty UK are asking our international council this summer to take up that challenge. If we do, then labour exploitation of construction workers, and in sports goods supply chains, is likely to be a theme. Unions are ahead of Amnesty globally in advocating for and advancing migrant workers' rights, for instance here in the UK the TUC had a big influence with the Olympic organisers, so it makes sense to make common cause.

Trade unions have also been active in supporting international initiatives in support of the rights of migrant workers, including campaigning for the ratification of the UN convention which calls for the protection of all migrant workers and their families, and ratification of ILO conventions which are internationally-recognised standards that provide safeguards for workers, including migrant workers.

Internationally, Amnesty is campaigning for the rights of transient migrants in Mexico, who face extortion, kidnapping and sexual violence, and AI has recently published a report on the exploitation of migrant agricultural workers in Italy in collaboration with Italian unions. Amnesty is also addressing the plight of migrant construction workers in the Gulf, ahead of the football world cup in 2022. As global movements our solidarity and support needs to be global, so we propose that the AGM agree to work on the labour exploitation of migrant workers both 'at home and abroad'. UNISON is saddened that we have submitted this proposal so soon after the shocking execution in Saudi Arabia of 24-year-old migrant worker Rizana Nafeek.

BOARD BACKGROUND NOTE:

As the proposers note, there are a number of Amnesty International (AI) current and proposed projects and appeals that address the rights abuses faced by migrant workers, and collaboration with trade unions, locally and globally, is likely to increase our impact. Some migrant workers, at home and abroad, are subject to sexual violence as well as labour exploitation, and are often exceedingly vulnerable due to restrictions on their movements, lack of civic rights, and crack-downs on unionising efforts.

In January 2013, the International Labour Organization (ILO) published a report that estimated a global total of 52.6 million domestic migrant workers, an increase of 19 million since 1995. Research carried out for this report shows that only 10 per cent of all domestic workers (or 5.3 million) are covered by general labour legislation to the same extent as other workers. By contrast, more than one-quarter – 29.9 per cent, or some 15.7 million domestic workers – are completely excluded from the scope of national labour legislation. Internationally, construction, agriculture and processing and assembly account for significant numbers of migrant workers.

In 2012, the World Bank estimates that migrant workers sent \$406 billion in savings to their families in developing countries. These remittances were three times greater than aid budgets to the developing world.

In addition to the examples cited, in early February 2012, AI issued an appeal to the Singaporean authorities to drop strike-related charges against four migrant Chinese bus workers, and to ensure that migrant workers in Singapore have the right to join and form trade unions of their choice in line with the ILO's core conventions which AI recognises as fundamental human rights. As the Proposers note, our work on labour exploitation of people on the move is currently under development and the eventual

priorities, whether domestic or international, would need to be subject to consultation.

Resource implication: Approximately £3-4k per annum plus 15% - up to 20% occasionally – of trade union campaigns post and budget and would need to reallocate priorities within the trade union plan.

A4 Human Rights Violations in Ethiopia

Proposer: Dr Trevor Trueman

Seconder: Mrs Susan Wolfendale

This AGM calls for AIUK

- ✧ To commit to working on Ethiopia, through a programme of government lobbying and membership campaigning;

This AGM calls for AIUK to lobby the UK government:

- ✧ For a more critical approach to Ethiopia, calling to account those responsible for human rights abuses
- ✧ To be more supportive of civil society and oppose legal restrictions to it
- ✧ To review aid to Ethiopia to ensure all programs are consistent with UK policy of promoting democracy, stability and sustainable development
- ✧ To cease citing 'investigations' into the politicisation of aid, which are neither comprehensive, independent nor impartial, and which contradict the findings of human rights organisations, to the detriment of accurate reporting and documentation of human rights violations
- ✧ For DfID to establish benchmarks and monitoring of human rights in relation to its programmes, in line with stated policy
- ✧ To make repeated, strenuous efforts to negotiate the amending or rescinding of the Charities and Societies Law (so that Ethiopian human rights civil society could be funded directly by DfID) and the Press and Anti-Terror Laws, which are used to silence dissent and imprison journalists.

This AGM calls for AIUK to support the International Secretariat in lobbying at the European Parliament for greater attention to human rights in Ethiopia and criticism of Ethiopia's failure to comply with human rights law.

This AGM calls for AIUK to include journalist Eskinder Nega or the Ethiopian Human Rights Council in its campaigning for individuals at risk and in the 2013 Write for Rights campaign.

Proposers Background Note:

The Ethiopian government continues to be responsible for widespread violations on a vast scale across the country, as documented and reported by Amnesty International. Yet donors to Ethiopia remain consistently silent on the human rights situation in the country, and thereby comply with the Ethiopian authorities' stifling of freedom of expression and information exchange and accurate representation of the situation inside the country.

Ethiopia is the top recipient of aid from the UK Department for International Development (DfID), receiving £324 million in 2011/2012. It is one of the four top recipients of aid worldwide, receiving over \$3 billion from the USA per year.

The approach of the donors and their silence on Ethiopia's human rights record are enormous obstacles to human rights change and to the efforts of organisations and activists working for that change, including Amnesty International. Other donor countries attest behind closed doors that the UK (and DfID in particular) is one of the main obstacles preventing any kind of consensus criticism from the donors of human rights violations in the country.

The UK government should be challenged and publicly embarrassed over its close relationship with one of the most repressive governments in Africa and the world. As a leading donor, the UK government also has significant potential influence on the Ethiopian authorities and therefore the human rights situation in the country.

Despite these facts, AIUK conducts no work on Ethiopia and has not taken up any Ethiopia campaign actions for members.

Despite more than one quarter of Ethiopia's annual budget being in aid for over a decade, millions remain in need of food aid. Over the same period Ethiopia has developed and maintained one of the largest and best-equipped armies in Africa. DfID now intends to train Ethiopian security forces in the Somali Region.

Notwithstanding the country's food insecurity, tens of thousands have been displaced to accommodate land leases to foreign companies.

War crimes and crimes against humanity by Ethiopian government troops and proxy militia have been reported in Somalia and the Somali region of Ethiopia by Human Rights Watch. Mass killings in the Southern Nations, Nationalities and Peoples' Region of Ethiopia have been classified as genocide by Genocide Watch.

UNHCR reports that at the end of 2011 Ethiopia was 3rd in the world for producing asylum-seekers (38,755, compared to DRC 52,119, Colombia 42,569 and Afghanistan 37,801). It was the 22nd country for producing refugees, with figures similar to Iran (70,586 Ethiopia; 72,347 Iran). The vast majority of these refugees and asylum-seekers have fled from human rights abuses.

Whenever the Ethiopian government is criticised in the European Parliament, Britain speaks in its defence. The British embassy in Addis Ababa and the government in Whitehall speaks in defence of the performance of the Ethiopian government – a government that has remained in power without democratic elections for 23 years.

Currently, there is one senior researcher who covers Ethiopia and Eritrea at the International Secretariat. The post of Research and Campaign Assistant who supports the Horn of Africa and East Africa teams has been vacant since October 2012. The Ethiopia and Eritrea researcher is responsible for lobbying in the UK, Europe and the USA, as well as the African Commission on Human and Peoples Rights, and other targets, also for conducting research, writing reports, refugee work, media work and responding to urgent issues in Ethiopia and Eritrea.

Because Britain provides significant moral and financial support to the Ethiopian government, the UK government should be a focus for campaigning activity. The UK section of AI is well-placed to lobby for raising the profile of human rights concerns in Ethiopia, with the UK government and with the European Parliament. AI UK is also well placed to increase the profile and understanding of the human rights situation in one of the UK's main allies in Africa, with the British public, via the national and local media.

BOARD BACKGROUND NOTE:

Amnesty International UK's (AIUK) work on Ethiopia has focused on liaising with the International Secretariat's (IS) Horn of Africa research team in order to ensure that human rights concerns are raised with the UK Government and Parliament. This has involved meeting with Ministers and senior officials from the Foreign and Commonwealth Office (FCO) and Department for International Development (DFID). Issues raised in these meetings included the Charities Societies Law, the Anti-Terrorism Proclamation, the treatment of political opposition and journalist and human rights abuses in the Oromia and Ogaden regions (April 2012). Whilst Amnesty International (AI) does not have a policy that ties development aid to human rights, we do seek to ensure that aid given to any country should not have a detrimental impact on human rights.

In line with this position, AIUK raised concerns with the UK government over recent reports that millions of pounds of Britain's foreign aid budget were to be spent on training an Ethiopian paramilitary Liyu security force accused of numerous human rights abuses and summary executions in the Ogaden region (<http://www.guardian.co.uk/world/2013/jan/10/ethiopia-forces-human-rights-funding?INTCMP=SRCH>). We received assurances from DFID and the FCO that no funding would be given to the Liyu force and that any such assessments would be subject to the FCO's Overseas Security and Justice Assistance (OSJA).

AIUK continues to press the UK government to take a robust stance on human rights in Ethiopia and the Horn of Africa researcher recently met with the All Party Parliamentary Group in June 2012 to discuss our concerns, which were followed by a number of Parliamentary questions on these issues. Lobbying on this issue at the European Parliament is undertaken by the Brussels office of Amnesty International.

The case of Eskinder Nega, as referred to in the resolution, is an individual who was arrested on 14 September 2011 shortly after the Ethiopian New Year after making speeches and writing articles criticising the government and calling for freedom of expression to be respected. He was charged with terrorism offences and on 27 June 2012 found guilty of charges of 'preparation or incitement to terrorist acts', 'participation in a terrorist organisation', 'high treason'. He was sentenced to 18 years in prison on 13 July 2012. He is already considered by Amnesty International (AI) a prisoner of conscience. There is an IS casefile but it not currently part of the AIUK portfolio of 106 Individuals at Risk cases.

Normally, in order for the case to be added to AIUK's portfolio, Local Groups would need to indicate interest in working on the case on a long term basis via the relevant Country Coordinator (Catherine Grasham) and there would need to be adequate

support that could be provided by the Horn and East Africa Country Coordinator team. The AIUK Case Management Group would then be able to consider and discuss a request for the case of Eskinder Nega to be added to the AIUK portfolio. If this resolution passes, the Board will make a request to the Case Management Group directly for its inclusion.

In terms of using the case in 2013 Write for Rights; all cases must be discussed with IS colleagues to determine if it is safe to use certain cases for this particular type of mass campaigning and solidarity action to ensure we do not in any way endanger the individuals chosen. We have checked the relevant consents on the case and whilst solidarity action is possible for the case of Eskinder Nega, surveillance in Ethiopia is particularly tight and people suspected of communicating with international Non-Governmental Organisations (NGOs) on sensitive subjects can risk severe repercussions. At this stage, the Horn of Africa team advise sections to contact them if they wish to set up solidarity actions. The team will then advise sections on how messages can be securely communicated to Eskinder Nega's family. If passed, AIUK will liaise with the Horn of Africa team to see if it is possible to include the case in Write for Rights, and enquire as to whether any work is planned with the Ethiopian Human Rights Council, but we cannot guarantee its inclusion. The final decision on this would need to come from the IS Horn of Africa Team.

Resource implications: There is no additional resource requirement for the membership campaigning aspect of this resolution, as the case or cases could become part of AIUK existing Individuals at Risk programme. In order to take forward the advocacy element of the resolution we would need to reallocate staff time from another area of policy and government work.

A5 Disability and Human Rights

Proposer: Rick Burgess

Seconder: Nancy Farrell

Ths AGM

Calls for urgent action to halt the abrogation of the Human Rights of sick & disabled people by the ruling Coalition government and its associated corporate contractors.

Calls for AIUK to urgently work with grassroots human rights campaigns by and for sick and disabled people, carers and their families.

And to set up a specialist Disability Human Rights network akin to the already existing-

- ✧ Children's Human Rights network
- ✧ Lesbian, Gay, Bisexual and Transgender network
- ✧ Teach Rights
- ✧ Trade Union network
- ✧ Women's Action network

To protect the human rights of People with disabilities , ill people and carers to halt this regressive & lethal assault on our rights.

Proposers Background Note:

Since signing the UN Convention on the Rights of Disabled People in 2009, successive British governments have not fulfilled their responsibilities. This has now resulted in between 1,300 to 10,600 people dying after having had their health benefits withdrawn over the last 3 years. Researchers and NGO's have catalogued multiple abuses and malpractice by government agencies and contracted private corporations who administer unnecessary medical tests, which the British Medical Association has unanimously voted for to be ceased immediately. Yet they continue daily, causing immense terror in the disabled community.

Two thirds of people affected by cuts to housing and council allowances (420,000), are sick and disabled people, putting specially adapted homes and consequently health at risk. Legal aid has been withdrawn, making appeals to the court tribunal service against government administered entitlement tests all but impossible. Independent living and support will be withdrawn breaching the fundamental ethos and many articles of the Convention.

This will mean further deaths amongst vulnerable groups already victimised with rising levels of hate crime, government officials briefing media to create stigmatisation in order to enable these policies, forced labour programmes that have been ruled illegal and abusive and degrading practices administered by unqualified medical personnel.

The most recent Human Rights Joint Committee (Twenty-Third Report) by the Parliamentary Human Rights Committee found serious failings by the State to follow the UN Convention on the Rights of Disabled People and concluded the cumulative effect of policies were 'regressive', the UNCPRD had been ignored and had not been incorporated into UK law with the government falsely describing it as 'soft law' that did not need statutory standing.

BOARD BACKGROUND NOTE:

Amnesty International (AI) works against grave abuses of the right to freedom from direct or indirect discrimination on the basis of race, sex/gender, sexual orientation, gender identity, religion or belief, political or other opinion, ethnicity, national or social origin, disability, or other status. Legal guarantees of non-discrimination and legal guarantees of equality, though expressed differently, are articulations of the same obligation. Both the right to non-discrimination and the right to equality require measures that prohibit discrimination as well as positive steps to address long-standing disadvantages, and to prevent discrimination by non-state actors.

Specifically, AI's work on disability rights has had a global focus raising issues such as the discrimination of Roma children and in particular their mis-diagnosis with mental health problems which denies them access to education. In 2012 we joined with UK civil society organisations to write to the Prime Minister and Deputy Prime Minister expressing our shared concerns for human rights in the UK, which could be undermined by the political debate around proposals for a Commission on a UK Bill of Rights (<http://www.disabilityrightsuk.org/humanrightsopenletter.htm>). We sought assurances that the protection of universal human rights, including disability rights, which are safeguarded under the 1998 Human Rights Act, are safeguarded.

However, the work of AIUK in this area is limited as the UK Government has signed and ratified both the UN Convention on Disabled People and the Optional Protocol making it subject to oversight by the Equality and Human Rights Commission (EHRC). The EHRC is Britain's National Human Rights Institution and has been designated alongside the Scottish Human Rights Commission, the Northern Ireland Human Rights Commission and the Northern Ireland Equality Commission to fulfil this role in UK.

As the UK has ratified the Optional Protocol of the UN Convention individuals are able to take a petition to the UN Committee on the Rights of Persons with Disabilities (UN Committee) if they believe that their Convention rights have been breached and

they have exhausted means of redress via the UK or European Courts. This step also gives the relevant UN Committee authority to undertake inquiries, when reliable information is received into allegations of grave or systematic violations of Convention rights.

AI with all of the Treaty Bodies and if the UN Committee's state examination of the UK highlight human rights abuses due to a failure to implement the Convention we would raise these concerns with the UK Government.

There is currently no special AIUK network on disability rights, nor any staff role with a remit to cover them. However, in the proposed new structure, with added capacity within the community organising team, this may be possible. We would need to ensure this is taken forward, in line with the recommendations from the Networks Review 2011-2012, that stated that any new networks should have a good case for support, relevant research to support development from the International Secretariat (IS) and clear aims and objectives to guide their work.

Resource Implications: There is currently no staff capacity to support the development of new networks. In order to take this resolution forward, we would need to reallocate staff time from another area of work.

A6 Reporting on AGM Decisions

Proposer: Paisley Local Group

This AGM decides that:

The mechanism for feeding back to proposers of resolutions is not working effectively, despite the resolution last year from the Kingston group which was passed overwhelmingly.

Therefore, there should be greater transparency with regard to how resolutions are being processed and researched and open communication channels between AIUK and their proposers and the IS.

There should be regular specific updates given to the proposers of resolutions and that these should also be published in an accessible place (ie the Amnesty magazine

or web-site). There should be an end to the secrecy that surrounds the work of the IS, rather the IS should be accountable to the membership who have overwhelmingly voted for a particular resolution to ensure that their vote is carried out.

Proposers Background Note

The Paisley group have been engaged with lobbying AIUK for a policy on prostitution for 3 years. In 2010 we put the following resolution to the AGM:

“This AGM decides that:

Amnesty International UK accepts that its call in 2008/9 for the International Executive Committee to undertake a comprehensive review of the human rights issues related to prostitution and state responses to prostitution was inappropriate due to the (then) recent policy change on abortion.

However, in light of the Integrated Strategic Plan’s (2010-2016) long term Perspectives, in particular, the need to integrate gender and women’s rights, international justice and the exploitation of children throughout the Perspectives, AIUK believes the time is now right to raise the issue again at the 2011 International Council Meeting.”

We didn’t receive any significant feedback from that resolution and so in 2012, we put the following resolution before the AGM:

“This AGM decides that:

‘The particular and inextricable relationship between prostitution and trafficking for sexual exploitation has not been highlighted sufficiently. This should be stressed and prioritised in reviewing policy both in the potential migration strategy and in the criminalisation review.’

Regarding the feedback we had from our resolutions, we would conclude the following:

In our case, the information was given only after a specific request and a long time after the AGM. It was only a paragraph which included several other issues and only a sentence related to our resolution. The information which was given was non specific and ambiguous and did not bring us any further forward in knowing how AI is

going to process the resolution in any concrete or particular way. The secrecy around the proposed toolkit is only engendering mistrust, which is totally out of line with

AI's foundational principles of free speech, openness of communication, transparency of information and the rights of the whole membership to have access to information.

BOARD BACKGROUND NOTE:

In line with 2012 AGM Decision C3 on Implementation of AGM Decisions, AIUK published the 2012 AGM Decisions on the AIUK website immediately following the 2012 AGM and in the first available edition of the Amnesty Magazine. This included an invitation for members to register their interest in the implementation of decisions. Initially there were some technical problems with the email address, but these were resolved.

At the May 2012 Board meeting, Board members were designated to oversee the implementation of each decision and communicate with the relevant Members. The details of those who registered an interest were passed to the relevant Board members.

The Cost and Priorities Programme (CAPP) has made this a difficult and disruptive year for staff and has dominated Board agendas. Implementation of AGM decisions was expressly included, however, on Board agendas in July 2012 and December 2012 and also at meetings of the Active Members Sub-Committee (AMSC) and International Issues Sub-Committee (IISC).

A copy of the interim AGM Decision implementation report (Dec 2012) reporting on progress was circulated to the proposers, interested members and the Board in early January, just under one month before the deadline for submitting AGM 2013 resolutions.

Whilst implementation of the 2012 AGM Decision C3 on Implementation of AGM Resolutions has progressed, the new system has not worked as smoothly as we would have wished. In particular, we did not meet the part of the Decision stating that it would be best practice to issue a statement to interested Members after each Board meeting. There has also been a variable level of communication with interested members. We do believe, however, that the on-going implementation of Decision C3 is a significant improvement on previous practice, which we hope has

been helpful to members and has increased transparency. Please see the 2012 AGM Implementation Report enclosed in these papers for further information.

We will continue to improve on the implementation of this decision and report back on progress to the AGM 2014.

Implementation of resolution C4 on Prostitution

In July 2012 we wrote to the Chair of the International Executive Committee (IEC) notifying him of this decision and requesting further information. In October 2012, the Chair of the IEC reported that an International Secretariat (IS) adviser commenced work in April on 'the many issues related to punitive policies and laws in the sexual and reproductive rights, including sex work, same-sex relations, drug use during pregnancy, abortion, contraception, adultery, etc'.

He stated that this will be an 18 month project to map existing and desirable Amnesty International (AI) work in these areas and to map the barriers to AI's involvement. The project also envisages 'a tool-kit to assist AI members to engage in advocacy to end the illegitimate use of criminal law and other punitive measures to police sexuality and reproduction.'

The project has considered where governments use punitive laws in order to control sexual behavior, which differs depending on the context but could include: criminalisation of same sex relations, criminalisation of abortion, or sexual relationships outside of marriage. Within this there are some difficult and complex areas including issues around drug-use during pregnancy.

The International Secretariat (IS) are aiming to develop the toolkit for October 2013, and that will include the development of a draft policy that should take into account the background and many reasons behind involvement in prostitution.

The Chair of the IEC acknowledged our request to prioritise policy development in the area of prostitution but it is important to note that this does not equate to operational prioritisation, which AIUK is not able to demand.

There have been a number of conversations and correspondence between the proposers and the Board member allocated the resolution and staff since the AGM regarding progress on implementation. This included a reply to the proposer from

AIUK's Director in response to her letter regarding the proposed Scottish Bill to Criminalise the Purchase of Sex and related matters, in November 2012.

Resource Implication: There are minimal resource implications as this work is currently on-going.

Working Party B: Finance and Assessment – AIUK

B1 AIUK Finances

Proposer: Paul Gadd

Seconder: Gitti Dunham

This AGM:

- ⤴ Hereby notifies the Board of its concerns regarding the Board's undertaking of its financial management and risk management functions
- ⤴ Instructs the Board urgently to review AIUK's financial management and risk management functions and to report back to the 2014 AGM on the findings of such review
- ⤴ Instructs the Board to prepare and implement regular, ideally quarterly, updates for members, of the finances of both AIUK and the International Secretariat, such updates to include current financial position against budget and projected financial position at year end and beyond, including illustrative projections to 2021
- ⤴ Instructs the Board urgently to consider the financial management and risk management of the International Secretariat, and AIUK's oversight of it; to report back on the findings of such a review; and to formulate proposals as to how AIUK and the other national sections of Amnesty International can exercise effective governance, oversight, accountability and financial control over the major sums of money provided to the IS.

Proposers Background note

This resolution has two broad aims. First, there is concern over AIUK's financial management, particularly in light of the 35% growth target over the 5 years 2011-2016 adopted by the Board in 2010, in the midst of a major worldwide economic recession, and the speed with which AIUK has moved from a substantial reserves surplus to a position where, in the Board's opinion, compulsory redundancies are required. Secondly, it appears that AIUK has little or no appreciation of the financial performance of the International Secretariat, and whether its activities represent good value for the Assessment contributions made by AIUK.

In the 2011 AGM Treasurer's Report, the Treasurer reported that at 31 March 2010 AIUK had surplus reserves of £4m, over and above its target £3.7m reserves and was trying rapidly to manage these down. In that report, the Treasurer also reported

that, as at 31 December 2010, surplus reserves had risen to £5.4m. In the 2012 AGM Treasurer's Report, the Treasurer reported that it was expected that as at 31 December 2011, there would still be surplus reserves of £2.3m and the Board were budgeting for a deficit in 2012 to reduce surplus reserves.

The 2012 AGM Treasurer's Report was included in the 2012 AGM pack published in February 2012. Neither the Treasurer's Report nor the Board's accompanying Financial Review of the Year made any reference to any need for AIUK to make staff cuts or to reduce the scale of its operations. No mention was made at the 2012 AGM, held on 13-15 April 2012. Despite this, on 19 May 2012 the Board resolved to implement a compulsory redundancy programme.

In 2010, the AIUK Board adopted a strategic plan for the period to 2016. As the 2011 Treasurer's Report said "*The main financial component was to accept the challenge set by the global Amnesty movement to increase our total income by 35% between 2011 and 2016.*" Although the Board noted that it was a "*difficult target*" the Board nevertheless adopted it. The plan was adopted despite the current recession (which started in November 2008) being well under way, against a general backdrop of falling income for charities and despite AIUK's income having grown by only 1.3% in the year to 31 December 2009 and having declined by 3% in the year to 31 March 2010. In the 9 months to 31 December 2010, income rose by 2.2%, and in the year to 31 December 2011 there was a small decline. To achieve 35% income growth over 5 years, the Board in 2010 set an annual target of 6% income growth. At no point since 2009 has AIUK come close to meeting the 6% annual income growth target; against the backdrop of the recession, and the decline in income over the two previous years, we believe that a 6% annual income target was totally unrealistic and should never have been adopted.

In the period since the AIUK Chair's announcement in June 2012 of the proposed redundancy programme, the proposers have repeatedly requested the AIUK Board to provide information on the finances of the International Secretariat. Most of this has still not been provided. The Treasurer reported to the proposers and to the January 2013 EGM that the Board does not have adequate systems and processes to monitor the application by the IS of the funds provided by AIUK, to ensure effective and efficient use of these funds. The AIUK Board (and presumably the Boards of other AI national sections) appears to lack powers within the rules and procedures of the AI international movement to exercise governance, oversight, accountability and financial control over the major sums of money provided to the IS. The proposers seek to address this in the light of wider issues and concerns, such as the Irene Khan payments, the level of salaries paid to senior managers in the IS

and concerns over the expenditure and impacts of restructuring at the IS and the overall cost of the MCttG strategy.

BOARD BACKGROUND NOTE:

The Board notes the content of the resolution asking that AIUK finances are more readily available to members. This is currently part of Board plans for 2013. The Board seeks to address the concerns of the resolution in four areas, income growth, reserves, redundancies and IS finances:

Income Growth:

The Resolution refers to the 35% growth target for the movement as a whole for the period 2011 to 2016, based upon an annual target of 6% growth. The Movement's growth strategy was put together by Sections and the International Secretariat (IS).

The Special Chair's Assembly and Director' Forum in February 2013 confirmed that overall the movement is on track to meet the annual 35% growth target.

AIUK's Board's original plan was to meet the increased assessment by growing our income rather than making reductions at AIUK. However, in 2012, the Board decided that while we will aim for significant growth we would budget for 2%, in response to a difficult external economic environment.

The budgets we are now working to within the UK assume a more modest but still challenging growth of 2% per annum.

Reserves:

The proposer notes that 'Neither the Treasurer's Report nor the Board's accompanying Financial Review of the Year made any reference to any need for AIUK to make staff cuts or to reduce the scale of its operations [in the 2012 Conference papers]. No mention was made at the AGM, held on 13-15 April 2012.

The Treasurers report to the 2012 AGM stated "*We currently have surplus reserves; the projected deficit for the year to December 2011 should bring our surplus reserves down and the budgeted deficit for 2012 of £1.5m will reduce this further.* In addition this report further stated that, "*In December 2011 the Board agreed a deficit budget*

of £1.5m and noted the recommendation of its Finance Sub-Committee that we should plan to reach a balanced budget position by 2013.”

The Treasurers presentation to the 2012 AGM concluded with the following points:

- Income flat for last 3-4 years
- Investment in marketing over last 2 years
- Free reserves declined as those investments made
- Increasing contribution to global work in future
- Significant challenge to grow our income

The minutes of the 2012 AGM, enclosed in this pack, reflect this: ‘For 2013 the section will need to break even, AIUK will have to find a way of either increasing their income or reducing expenditure. 2013 will be a period of consolidation, a transition which will not be easy for us. The main risks going forward are the double dip recession, job cuts in the public sector, reliance on growth on high donors, untested marketing strategies and unexpected demands on our resources.’

However, the Board accepts that a change of this size should have been brought to an AGM for debate, discussion and decision. On reflection, it is a matter of considerable regret that this did not initially happen. Resolution C6 which concerns the establishment of a Governance Taskforce specifically tasks it to ‘provide clear guidance to the Board on how to interpret the practical application of ‘material reorganisation’ arising from decision 6a of the 2013 EGM’ to ensure that decisions of this magnitude cannot be taken without the consent of an AGM.

The Board and the Finance Sub Committee (FSC) continue to actively monitor the appropriate level of reserves to be held. It is anticipated that the external audit of the 2012 year-end will include an independent review of the appropriateness of a minimum reserves level, which at £3.7m is equivalent to eight weeks expenditure.

Redundancies:

The Board recognise the difficulties inherent in reducing annual recurrent costs by £2.5 million. Every effort has been made to find this from non-staff costs with £1.5 million of recurring costs identified from non-staff budgets. This has left AIUK with a further £0.94 million reduction required in order to balance our budgets.

Following an extensive consultation from October to December 2012, a revised structure was produced which enabled an additional six full time equivalent posts to be added back in. If AIUK makes the structural changes proposed it will still have a 148 staff, of which over 70 will be working directly on campaigning for and communicating human rights and supporting activism. This would mean AIUK is still by far the largest staffed section in the movement (The Netherlands and the USA, are the next largest Sections, each having staff teams of 105).

Currently, twenty five staff have expressed an interest in voluntary redundancy. Whilst a reduction of staff is necessary to ensure medium term financial stability, it is hoped that the majority of redundancies will be voluntary.

IS Finances:

The Board's own proposal on Transparency and Accountability of the IS covers much of what is sought in this area.

Resource Implications: There are no resource implications for this resolution.

B2 AIUK and IS Salary Limits

Proposer: Malvern Hills and Waltham Forest Local Groups

This AGM acknowledges the strong feeling among the membership of the UK Section of Amnesty International that, whereas salary scales may be below the market median for Director and Department Director salaries, they are not consistent with the wishes of the membership or the need for the UK Section to limit its outgoings in line with an increased commitment to the international movement.

This AGM instructs the Board to discuss ways in which ceilings may be placed on top salaries paid to AIUK staff while staying as far as possible within the terms of reference of the negotiation agreement with Unite union and the Pay Negotiations Committee.

This AGM instructs the Board to present to the membership for approval at the 2014 AGM its proposals for methods of limiting top salaries, either in terms of index-linked upper limits or low multiples of the salaries of the lowest paid full-time staff member.

This AGM instructs the Board to avoid appointing new Department Directors on contracts of more than one year until the 2014 AGM.

This AGM calls on AIUK to submit an emergency motion to the 2013 ICM that consideration be given for future top-level contracts at the International Secretariat to be limited by index-linked upper limits or multiples of lowest full-time salary, so that at the 2015 ICM, members of other sections will have the opportunity, through their representatives at the ICM, to decide on upper limits to salaries at the International Secretariat.

Amnesty International should, in our opinion, be run with maximum co-operation between management, staff and members. Important decisions should involve all of us. The Irene Khan affair, the large number of resignations of senior, experienced and respected staff members at the International Secretariat in the last year, and industrial actions taken by staff at AIUK and the International Secretariat, indicate an unsatisfactory style of management.

Resolutions at the January 2013 EGM reflected these concerns. Although some of the resolutions at the EGM did not reach the 75% threshold for them to have been carried according to Company Law, they indicated dissatisfaction among the majority of the membership.

AIUK should act to counter an increasingly corporate style of management and prevent the UK Section and the international movement being allowed to drift out of the control of the grassroots membership and away from its ideals.

We believe that a larger proportion of AIUK funds should be spent on research and campaigning, and less should be spent on high salaries. We believe that excellent leaders can be recruited for more modest salaries. We believe that high salaries may even attract people who are more rooted in corporate thinking than idealism.

Regarding this resolution, the proposers wish to emphasise their deep affection and profound respect for senior figures in the UK Section and the International Secretariat.

BOARD BACKGROUND NOTE:

AIUK currently has a policy to pay staff at the average of the charity sector. All staff are paid at least the average of the charity sector with the exception of Department Directors who are paid below the average in the sector for the work they do. The following table sets out the salary range for each Grade (all salaries inclusive of London weighting allowance):

Grade A	£20,241.00 - £ 24,721.00
Grade A2	£24,721.00 - £30,661.00
Grade B	£26,920.00 - £32,841.00
Grade C	£30,355.00 - £39,124.00
Grade D	£39,153.00 - £45,669.00
Grade E	£50,684.00 - £57,648.00
Department Director	£62,068.00 - £68,186.00
Director	£91,467.00 - £97,587.00

All posts are graded through a Job Evaluation process. This was agreed with the Union in 2002 and is undertaken for each role by a panel comprising a trade union representative, a member of the Human Resources (HR) team and a staff member from a different area from that of the role being evaluated.

The Director's salary is set by the AIUK Board and is benchmarked against other similarly sized Non-Governmental Organisations (NGOs). The Director's salary is at the lower end of the average for the sector.

It is common practice in organisations where a Union is recognised to have a formal recognition agreement in place. Along with AIUK's Pay Negotiation Committee's terms of reference, these agreements set out how staff and the Union negotiate pay within the organisation.

The terms of this resolution could risk us breaching both our recognition agreement with Unite and the terms of our Pay Negotiations Committee Terms of Reference.

This resolution would impact our ability to attract, recruit and retain staff and result in operational difficulties that prevent us from doing our best work. In order to ensure strong senior management and governance support, AIUK needs to be able to recruit Department Directors on more than 12 month contracts.

The Board's policy with regard to salaries is to work within the negotiated procedures that are already in place with the Union.

Resource Implication: There are no resource implications for this resolution.

B3 Management Consultants

Proposer: Malvern Hills and Waltham Forest Local Groups

This AGM resolves that:

- In future years, management consultants are not employed by AIUK to advise or comment on communications to AIUK members;
- The total amount spent on management consultants in any twelve month period by AIUK does not exceed £10,000, unless agreed by majority vote at an AGM or, in emergencies, by majority vote by members contacted by post or e-mail;
- AIUK puts forward an emergency motion at the 2013 ICM to the effect that yearly spending by the International Secretariat on management consultants is limited to an amount agreed by that ICM and in any case no more than £25,000.

Background Note:

£100,000 was spent by AIUK on management consultants in the year before the January EGM and that more than £500,000 was spent on management consultants by the International Secretariat for the Moving Closer to the Ground initiative.

BOARD BACKGROUND NOTE:

Please see criteria for submitting emergency resolutions at the International Council Meeting (ICM) on page x.

The Board recognises the importance of ensuring that the funds in the stewardship of AIUK are spent in an appropriate manner and welcomes this focus on areas of significant spend.

Consultants are used to fulfill specific, mostly time-limited projects, usually where it would not be financially prudent to employ full time specialist staff. This applies to projects across AIUK including the creation, design and production of fundraising appeals, the web project, campaign reviews and evaluations and the finance audit. Placing a cap on these costs, and requiring members to agree before spend occurs, could impact on our ability to deliver campaigns and fundraise in an efficient and cost-effective manner throughout the year.

The use of expert consultancy to help deliver specific projects is standard practice across both the voluntary and commercial sector. Consultancy support allows AIUK to access expertise it would not be able to afford (and does not need) on a permanent basis.

AIUK Spend:

The Cost and Priorities Programme (CAPP) sought to deliver £2.5 million of annual recurrent savings. Given the complexity and scale of work, the Board approved Senior Management Team's (SMT) request to employ an external consultant to support them. The cost of this consultancy to date has been £114k. This was in part a response to the absence of a Corporate Services Director for 5 months during 2012. This support was invaluable in helping to identify the £1.5 million in non-staff savings achieved as part of the CAPP process..

AIUK's Senior Management has very rarely called on consultants to support them in their strategic role. Throughout the process the Board were regularly updated on costs incurred, progress made and approved budgets for the expenditure.

International Secretariat (IS) Spend

The IS is a wholly independent legal entity whose actions cannot be prescribed by the AIUK Board.

However, in accordance with the Board's own resolution 'Transparency and Accountability of the IS' every effort will be made to ensure cost effectiveness at the IS. We will seek to ensure that all spending is appropriate and in light of this resolution, will pay particular attention to consultancy costs.

Resource Implication: There are potentially significant cost implications – both in terms of running AIUK and our fundraising and campaigning impact.

B4 Assessment Payments to the International Movement

Proposer: UNITE The Union (Affiliate)

This AGM:

Reaffirms its support for dedicating more resources to combating human rights abuses in the Global South, and for the direction of *One Financial Amnesty* proposed at the 2011 International Council Meeting.

Notes that AIUK's 2011 AGM committed "*to ensure that such changes do not undermine the ability of AIUK to maintain a strong activist and campaigning base in the UK.*"

Draws attention to the wording of the 2011 ICM decision and background on increasing assessment payments:

- "*Transitional and final arrangements will... avoid major disruptions of the available funds of individual Sections.*"

- "... the IEC will closely monitor the consequences of its implementation on the viability and the fundraising capacity of the funding Sections, making sure that neither the long-term capacity of AI to raise income nor the core mission of funding Sections is jeopardized."

- "The IEC will report on the financial impact of the new assessment system and the transitional arrangements at the 2013 and 2015 ICMs... The 2013 and 2015 ICMs will review the pace and the arrangements of this transition towards the 40% goal."

Notes that the overall purpose of the ICM decision was to increase the human rights impact of Amnesty International. This decision was devised assuming a return to financial growth and did not envisage established Sections cutting their own campaigning in order to build the campaigning of new Sections.

In light of the spirit of the ICM 2011 decision, this AGM **requires** AIUK's delegation to the 2013 ICM to:

- ensure that discussions reviewing the pace, structure and arrangement for the assessment take place. If they are not already on the ICM agenda then the delegation should bring an emergency motion.
- take the position in any discussions and votes at the ICM, that the current pace of transition to the new assessment model is putting the financial health and campaigning capacity of both our Section and the global movement at risk.
- call for an amended process, putting intelligent flexible mechanisms in place that are adaptive to circumstances and based on proper risk-management and scenario-planning. Such a process would take account of the global financial climate, the varying ability of Sections to meet assessments at times, and ensure that the health of the movement globally is maintained.
- propose mechanisms which seek to ensure that Sections are not forced into hardship by having to make high assessment payments during difficult financial years, based on the financial success of previous years.

Requires the Board to halt the restructuring of AIUK until after the ICM in August 2013.

Proposer Background notes

AIUK: In January 2013, AIUK held its first Extraordinary General Meeting in over 30 years, and it was attended by the largest gathering of AIUK's membership in recent

history. More members participated and voted across the seven resolutions than at most ordinary AGMs.

The two resolutions that related to consulting AIUK members and negotiating with the international movement on the increasing IS assessment, received more than 70% of the vote. The resolution on negotiating the increases to the assessment received 74.7% of the vote – 8 votes short of the 75% required to legally oblige the Board to carry it out, and far in excess of that required to pass a resolution at an ordinary AGM.

The Board of AIUK considered these motions defeated and are committed to increasing IS assessment payments without exploring alternatives at the ICM and without further approval of the membership.

In January 2013 it was confirmed that 2012 income exceeded the original 2012 budget by £1.5m. This was principally due to higher than expected legacy income and a windfall unsolicited gift from a Trust of £680K. AIUK's Finance Sub Committee (FSC) is clear that this must be treated as one-off income and therefore reaffirmed the continuing requirement for financial prudence and the need to implement savings against recurrent costs. However, this extra £1.5m changes the original financial projections of how soon AIUK will find itself in financial difficulties.

During 2012 reductions in non-staff costs at AIUK have achieved approximately half the on-going savings required to meet the increase in the assessment up to 2017, without re-structuring taking place.

Other Sections:

The IS has made provision for other Sections, such as AI USA, Greece and Ireland, to pay a reduced assessment. AI Australia has already undergone several rounds of cuts and redundancies in an attempt to meet the assessment criteria. A restructure based on the desire to cut costs at a time when we are financially healthy risks setting AIUK on a similar spiral of decline, and endangering our ability to continue making our significant contributions to the international movement in the long term.

ICM decision: The 2011 ICM decision on the assessment also noted that:

“... an aggregated growth goal is aspirational by nature” and that the 40% of global income to be allocated to the international budget is a *“target”*.

“Any funding Section that would experience a significant drop in its available funds (i.e. total income – assessment payments) in a single year’s budget may request additional relief from the IEC.”

BOARD BACKGROUND NOTE:

The Board are pleased that this Resolution reaffirms AIUK’s commitment to the ‘*One Financial Amnesty*’ and that more of Amnesty’s global resources will be directed to combating human rights abuses in the global South.

The resolution asks the board to *“take the position in any discussions and votes at the ICM, that the current pace of transition to the new assessment model is putting the financial health and campaigning capacity of both our Section and the global movement at risk.”* However there is no evidence to support the view that the current pace of transition is putting us and the movement at risk. If AIUK makes the structural changes proposed it will still have 148 staff, of which over 70 will be working directly on campaigning for and communicating human rights and supporting activism. This would mean AIUK is still by far the largest staffed section in the movement (The Netherlands and the USA, are the next largest Sections, each having staff teams of 105). AIUK will remain a strong campaigning force for human rights.

In the ‘*IS Financial Forecast 2012-2017*’, the increase in assessment allows the movement to increase its spend on resources based in the Global South from only 21% in 2012 to 64% by 2017. This will ensure our resources are aligned to where human rights abuses are greatest, whilst still maintaining a central base in London:

- Our investment in human rights work increases by 23% from 2012 to 64% in 2017, from £31.7 million to £39 million, allowing us to have more research, campaigning, advocacy and movement building capacity distributed primarily in the regional hubs in the Global South.
- The increase in spend in the Global South is made up of a 103% increase in grants to sections and structures between 2012 and 2017 from £6.9 million to £14 million (a 204% increase from 2009 where annual grants totalled £4.6 million).
- This includes spend in countries such as Brazil, India, Nigeria, Indonesia and Egypt, where Amnesty has historically had little presence, despite the significance of these countries both in terms of human rights abuses and as emerging global powers.

In relation to other Sections assessment arrangements, these are in place between the IS and Sections that have gone into arrears on their payments and have accrued debt which is to be repayed:

- **AIUSA:**
A Memorandum of Understanding (MoU) is in place which clearly indicates the expectation of the payment of assessment dues as the section recovers from its significant financial decline four years ago.
- **AI Ireland:**
An agreement has been reached that the amounts due, which include old fundraising loans, will be repaid in line with an agreed schedule in the coming years.
- **AI Greece:**
The amount due continues to be carried as a debt on the books of the IS. Provisions are made in accordance with accounting practice requirements, not because the IS does not expect to receive these funds.

Sections such as AI Canada and AI Australia have also made staff cuts in order to meet their assessment payments and maintain their financial health.

The proposed reductions in AIUK are to safeguard our medium term financial health ensuring that international commitments are maintained in full to invest in growth in the global south, without accruing any debt and the subsequent need to repay that debt.

2012 Income:

In terms of the 'windfall', the Board ask the AGM to note that income did exceed the October reforecast by £1.1m and the original 2012 budget by £1.5m. This was principally due to higher than expected legacy income (£585k) and a windfall gift from a Trust of £680K. Overall, this meant that the draft year end outturn for 2012 was close to break-even, an improvement from the latest forecast and £1.5million better than the original budget for 2012.

The FSC discussed the impact of this unexpected income on our future financial projections. They were of a strong view that we must consider this for what it is – a very welcome, but one-off gift, which we could not count on receiving and budgeting for in future years. Given that the international assessment will become due on 2012 income in 2014, now just 8 months away from the AGM, the FSC has advised the Board to set aside a proportion of the additional funds received for the assessment when it becomes due.

They also recommended that this one-off income be used to help meet the additional costs incurred against the original budget by suspending the restructure and redundancies process until the outcome of the 2013 AGM is known.

Finally, it is recommended that the remaining surplus is utilised to provide some insurance against the risks to the income growth budgets of 2% per year to 2017. The Board would also ask the AGM to note that the underlying income trend is currently below the target 2% growth versus the 2012 budget.

The decision to increase the contribution to the international movement is not subject to bilateral agreement. There is a movement-wide formula agreed by the ICM which AIUK is bound to abide by if it wishes to remain part of the Amnesty International Movement.

Assessment Transition Review

The 2011 decision on the international assessment did not seek a review of the assessment itself in 2013, but a review of the impact of the transition. The assessment itself will not be reviewed at the 2013 ICM. The 2013 ICM “review of the pace of transition towards the 40% goal”, it should be noted, will not fundamentally change the direction for a section such as AIUK which, even with the proposed cuts, is still by far the largest staffed section in the movement with significant operating budgets.

Delaying the restructure, dependent on the outcome of the 2013 AGM, however will adversely affect our financial position. We will incur a minimum of unplanned costs totalling £90,000 per month. It will also add to the continuing strain on the operational effectiveness of AIUK since the prevailing uncertainty over direction and resourcing will remain. It would mean that staff will have been on notice of a restructure, but with no action taken for over a year.

Resource Implications: If we are unable to make the further £0.94 million savings required, AIUK would be below minimum reserves levels in the first half of 2014. By the end of 2014 we would end up with an anticipated level of reserves equivalent to less than four weeks expenditure greatly increasing the risk of financial insolvency

Working Party C: Governance and Accountability - IS

C1 Financial Transparency and the International Executive Committee

Proposer: Welwyn Hatfield & East Herts Local Group

This Annual General Meeting of Amnesty International UK Section instructs the Board to request the International Executive Committee to make the management of its financial income and expenditure visible to the membership by submitting to the Annual General Meeting of each National Section a detailed and transparent financial report for the previous full year of operation.

Proposer Background note:

In common with many other groups, the group submitting this motion became well aware of the reputational damage and damage to the morale of members caused by the financial settlements made to the previous Secretary General of the International Secretariat and her deputy. This led to concerns about the quality of governance and financial control at the International Secretariat at the same time as it was requiring additional funds from AI National Sections. Noting that the AGM of the UK Section had not, in the past, received any financial information of the kind requested, this motion seeks to change that unsatisfactory situation. We noted that at the AIUK EGM on 12 January 2013 the Board Treasurer indicated that the financial information received from the IS was formerly “Crap” [sic] but that good information was now being received, so the request contained in this motion should not be difficult to me

BOARD BACKGROUND NOTE:

This resolution is complementary to the Board’s resolution on Transparency and Accountability of the International Secretariat (IS) (**insert ref**). The IS annual accounts are normally ready to be published in June of each calendar year. It is not therefore possible to include these accounts in the AGM conference pack but the Board will ensure the most up-to-date accounts are:

- Available on the governance stall at the 2013 AGM
- Part of the discussion at the Finance Workshop at the 2013 AGM
- On the AIUK website at the following address:
<http://www.amnesty.org.uk/content.asp?CategoryID=10096>.

They can also be accessed on the IS website at the following address:
<http://www.amnesty.org/en/who-we-are/accountability/financial-reports>

The International Executive Committee (IEC) and staff across the movement have undertaken considerable work completed in 2011/2 to ensure common accounting practices are adopted across the majority of Sections globally, including AIUK. These common accounting practices are now resulting in much more timely and detailed reports.

As of 2012, the Finance Sub Committee of the Board (FSC) receives and reviews quarterly reports from the International Secretariat (IS). The Finance Sub Committee, supported by staff, will also provide commentary on IS reports to ensure key points are highlighted and the financial reports are as accessible as possible to the widest range of members. The Board has instructed AIUK's Director to ensure this a priority in 2013 and onwards. The Board will make every effort to ensure the IS accounts are available at all future AIUK AGMs.

Resource Implications: There are no resource implications for this resolution.

C2 International Secretariat Finances

Proposer: Paul Gadd

Seconder: Liesbeth ten Ham

This AGM instructs the Board to propose, as soon as possible, an emergency motion to be debated at the 2013 ICM in the following terms:

- The 2013 Amnesty International UK Section AGM states its great concern over the International Secretariat's (the "IS") undertaking of its financial management and risk management functions and in its implementation of the Moving Closer to the Ground ("MCTtG") strategy;
- We call upon the ICM/IS to review its growth strategy for the period 2011-2016 in light of the global economic situation, and to report back to the national sections as to the sustainability of its strategy, the principal assumptions on which it is based and the evidence to support those assumptions, and whether such strategy should be changed;

- We call upon the ICM/IS to review the Assessments currently proposed to be payable by national sections in the period to 2021, and the percentages of relevant income which they represent, on the basis of the growth strategy review, to report to each of the national sections on the potential implications for the national sections of paying such Assessments, and to consider whether those Assessments should be changed;
- We call upon the ICM/IS to consider the implications for the global Amnesty movement of the Assessments system proposed following the 2011 ICM, to consider whether the increased Assessments proposed are sustainable, and in particular to take into account the facts that (a) the Assessment payable by Amnesty International US is unaffordable and will be for the foreseeable future without a major increase in income and (b) that the Assessment payable by Amnesty International UK is forecast by the Board of Amnesty International UK to be unsustainable from 2016 onwards and to become increasingly unsustainable without either a major increase in income or a major reduction in expenditure;
- We call upon the ICM/IS to provide to each of the national sections a review of the value for money achieved (in terms of the human rights impact) by expenditure by the national sections directly as compared to the proposed financing basis of the IS, and to provide a reasoned explanation of the net human rights gain of any proposed increase in funding for the IS (adopting 2011 as the base for such comparison);
- We notify the ICM that Amnesty International UK does not intend to make any increased Assessment payments from 2015 onwards unless the IS has provided clear evidence to it that the IS's financial management, and its implementation of the MCttG strategy, have improved significantly, and that there is clear evidence that such increased payments will have a clear – and positive – human rights impact.

Proposers Background note

This resolution is being proposed to instruct the Board of AIUK to propose a resolution in the form set out below at the 2013 ICM. Widespread concern has been expressed at the management, and particularly the financial management, of the IS, and there is no indication that the Board of AIUK intend to raise this issue at the 2013 ICM. It is also not apparent that the Board of AIUK are willing to exercise their supervisory role in relation to the IS properly or to ensure proper accountability at the IS. Accordingly the proposers believe that it is necessary to instruct the Board to propose the resolution; the deadline for proposing resolutions at the ICM expired prior to the date of AIUK's AGM, and therefore the resolution needs to be proposed as an emergency motion.

At the EGM in January 2013, more than 70% of votes cast supported the resolution to prevent AIUK paying any increased Assessment to the IS and 74.8% supported the resolution to require the Board of AIUK to renegotiate the IS Assessment. Although the resolutions were not passed because of the requirement to achieve a 75% majority, there is significant disquiet amongst the AIUK membership at the impact of the increased IS Assessments on AIUK.

The increased IS Assessments, and the IS' Moving Closer to the Ground strategy, were based on a 35% income growth target over the 5 years 2011-2016, which is not remotely achievable, in the UK at least. The projections provided to us by the Board show that, even if their CAPP2 reorganisation is implemented, the increased IS Assessment would lead to AIUK expenditure exceeding income in 2016, and in 2017 AIUK expenditure would significantly exceed income: by the end of 2017 AIUK's reserves would be less than 65% of target. These projections assumed an annual 2% increase in AIUK income, which we believe to be optimistic in the current economic climate; indeed the Chair announced on 7 February 2013 that underlying income trend was below 2%; we believe therefore that the Board projections show that before 2017 another major round of cost-cutting will be necessary. The Board's projections also show that in the years 2018-2021, the IS Assessment payments increase significantly, by an average of £2m per year more than at present, which will require either a dramatic increase in AIUK's income or continued, and unsustainable, cost-cutting. In the absence of such a dramatic increase, AIUK cannot meet the increased Assessments proposed.

We believe therefore that the increased Assessments proposed by the IS are unsustainable. We have noted the concern expressed at the EGM by those who spoke against the resolutions at breaching a commitment to the IS. We therefore wish the Board to call on the IS to revisit their growth strategy in view of the economic climate, and to ensure that AIUK's Assessment is placed on a sustainable basis, to avoid the potential need for AIUK to choose between honouring its international commitments and descending into a downward spiral of cost-cutting. We also want the IS to prepare a review of the likely effects on national sections of the increase in Assessments and to ensure that it is widely disseminated –such a review was prepared in 2011, but we have been unable to obtain a copy despite repeated requests. We also wish the Board of AIUK to place the IS on notice that, unless there are clear improvements in the IS's financial management and the implementation of the MCttG strategy, AIUK would intend not to pay the increased Assessment from 2015.

We have great concerns at the effect of the MCttG strategy on the IS, particularly the major staff turmoil at the IS during 2012, including the days of industrial action, the significant costs of the reorganisation, the on-going losses of senior staff, the concerns expressed by numerous stakeholders at the effects of the reorganisation, and the fact that the IS decided unilaterally to cancel employees' contractual redundancy terms in late 2012 because, we understand, the IS had miscalculated

the likely total redundancy payments and could not afford the contractual redundancy payments.

BOARD BACKGROUND NOTE:

Please see criteria for submitting emergency resolutions at the International Council Meeting (ICM) on page x.

The Board shares the aim of improving the transparency and accountability of the movement's financial management. This Board background note seeks to correct factual inaccuracies where necessary and to add further points of fact where appropriate.

The Proposers background note states that: *'It is also not apparent that the Board of AIUK are willing to exercise their supervisory role in relation to the IS properly or to ensure proper accountability at the IS'*. This statement implies that the AIUK Board are being negligent in their duties. This is not the case. The AIUK Board does not have a supervisory role in relation to the International Secretariat (IS). The IS is supervised by the International Executive Committee (IEC) which is elected from Amnesty's global membership at International Council Meetings (ICM).

As part of the wider Amnesty movement, AIUK does have a role in governing the movement through its participation at ICM meetings and at Chairs' Forums. AIUK has 100% attendance at these. In this way the AIUK Board can seek to influence the movement. The Board has actively sought to ensure proper accountability at the IS. The Board played a significant role in ensuring that lessons of the Irene Khan payments issue were learned and continues to hold the IS to account for their implementation of the Dame Anne Owers report *'Independent Review of Payments by Amnesty International to its Former Secretary General and Executive Deputy-Secretary General in 2009'* (hereafter referred to as the *Dame Anne Owers report*).

It is important to distinguish between decisions made by the IS and by the movement. The movement's income growth strategy of increasing income to 35% by 2016 and the assessment model are not owned and created by the IS. They are tools developed and agreed by sections (including AIUK), working with colleagues at the IS and the IEC and agreed democratically by the ICM. The ICM is AI's highest decision-making body at which delegates from each section and structure attend and vote. AIUK has the maximum number of votes possible (which total 6) at this meeting (where the sum total of votes is 184). The IS has no votes.

The Board has taken steps to mitigate against any adverse impact the new assessment model would have on AIUK operations. Following the 2009 ICM, the Board was concerned that the assessment as agreed would compromise our ability to campaign effectively in the UK. As a result, AIUK's delegation to the 2011 ICM argued, with other Sections, to extend the time frame for the increased assessment. The Board was successful in this with the ICM voting to extend the transition period to 10 years, with the assessment reaching 40% in 2021 instead of 2016.

Equally, in 2011, our Treasurer wrote to the IEC to request a reduction in our 2012 assessment in order to mitigate risks to our operational plans for that year. We were granted a £700k deferment.

The 2013 *'Budget Information pack for the IS'* outlines future financial development, both income and expenditure, based on forecasts submitted by Sections. This report has been widely disseminated by the Board. It was also reported that the movement as a whole is reaching the 35% growth target to the Special Chair's Assembly and Director's Forum held in early February 2013 in the Netherlands, which was attended by all sections and structures except AI Tunisia and Sierra Leone. The IEC will keep this under review on a regular basis and AIUK will monitor this through our attendance at ICMs, Chair's Assemblies and Director's Forums.

The background note expresses concerns that AIUK would need to make cuts again before 2017. An unexpected emergency notwithstanding, the reason the Board is seeking to cut recurrent annual costs by £2.5 million is precisely to get AIUK into a robust financial position for the medium term to minimize the need to do so again at a later stage.

The Board and the rest of the movement are aware of the particular financial challenges from 2017 onwards. Solutions to these can only be developed through debate and discussions with the rest of the movement particularly at the 2013 and 2015 ICMs.

The Special Chair's Assembly and Director's Forum (Feb 2013) discussed the *'Global Transition Plan Roadmap'* (GTP) which implements the vision of Moving Closer to the Ground (MCTTG) and the *'Global Transition Program Reference Group'* (RG report) which supports the implementation of the vision.

Following the meeting, the Chair of the Chair's Assembly issued a Chair's summary in which she reported that all Sections and Structures confirmed their commitment to the aims articulated in the GTP report. They also all agreed in general with the

recommendations from the RG report and signaled their willingness to join with the IEC and the IS Senior Leadership Team as leaders in the change process. The meeting also discussed how Sections will hold the IEC and IS to account on implementation specifically identifying the means to judge progress against agreed measures of success.

The Board notes and welcomes the recent successful conclusion between management and the union of the negotiation on new redundancy terms at the IS.

Resource Implication: There are no resource implications for this resolution.

C3 IS Senior Management Salaries

Proposer: Mike Reed

Seconder: Marion Hunt

This AGM instructs the AIUK Board to call on the International Executive Committee (IEC) to undertake a review of salaries and remuneration paid to the senior management in the IS, taking account of member concerns that market rates may be inappropriate and unnecessary for an organisation of grass roots activists, members and donors, who expect their leaders to demonstrate a level of commitment that takes precedence over the desire for financial reward.

Proposers Background note

Amnesty members were shocked at the level of compensation paid to the former Secretary General, Irene Khan, on her departure from her post. There was also considerable disquiet amongst the membership at the level of salaries paid to the Secretary General and other senior management at the International Secretariat (IS). Concern was again expressed at the AIUK EGM in January 2013 when it was revealed that the salaries of the top six posts at the IS total in the region of £1Million.

The argument is made that we must pay high salaries to attract the best people. And that salaries have been “market tested” to ensure that Amnesty does not pay any more than the “market rate”. However there is an expectation among many Amnesty members that people who work for Amnesty would be driven first and foremost by their personal commitment to the cause, and, while seeking a reasonable reward,

would settle for something less than the market rate. There is also concern that payment of the market rate may attract people whose motivation for personal career advancement and/or personal gain ranks higher than their motivation and commitment to work for human rights.

This is a very pertinent issue for Amnesty activists and members who donate funds and who give time and work with no financial remuneration to raise money for Amnesty International. They rightly expect the movement to safeguard these funds and ensure that they are applied in the most effective and efficient manner to achieve best possible value for money. And they expect their leaders to be reimbursed at a level that balances their value on the open market with the rewards of giving their skills and experience in the service of this movement.

Amnesty is primarily a movement of grass roots activists, who employ professionals from whom they expect the highest level of commitment and dedication, with monetary gain being a much lower priority than in other professions.

Against this, it is important that skills, experience and personal qualities are adequately rewarded. This resolution provides AIUK members an opportunity to debate these important issues and concerns, and, if appropriate, to seek a review by representatives of the international movement.

BOARD BACKGROUND NOTE:

The International Secretariat (IS) is an independent body with respect to its staff remuneration. The International Executive Committee (IEC) undertook a review of salaries and remuneration paid to the senior management in the IS in 2012 through the newly established Remuneration Committee.

Following the '*Dame Anne Owers report*' into the payments made to Amnesty International's former Secretary General and her deputy, some key elements in Secretary General and Senior Director pay were also amended from 1 January 2012 including:

- No more automatic salary increases (either Grade Step increases or Retail Price Index (RPI) related)
- No more Time off in Lieu (TOIL)

The IEC has recommended to the Secretary General that unless unavoidable, Senior Director's pay should not be increased in 2013. The Secretary General has agreed to no increase of his salary in 2011, 2012 and 2013. His salary is published in the IS accounts and he has had no increase since joining.

Resource Implication: There are no resource implications for this resolution.

C4 External Review Mechanism of the International Executive Committee

Proposer: Chiara Sangiorgio

Seconder: Wayne Minter

This AGM instructs the Board to submit an Emergency Resolution to the 2013 International Council Meeting calling for the immediate establishment of an external mechanism to periodically review actions and strategic leadership of the International Executive Committee. The mechanism will be guided by experienced, independent, international and external human rights experts; external financial reviewers; with no current role, interest or connection with AI sections or IS. They will regularly seek input from members of staff at the Sections and International Secretariat. The members of the mechanism shall be appointed directly by the International Council Meeting.

Proposers Background note

The excessive payout of former Secretary General Irene Khan and her Deputy Kate Gilmore in 2009 exposed the debatable skills and practices that have been inherent to Amnesty International global leadership. While recommendations of the review that followed that scandal have been implemented in the global governance structure, to date little or no change has been made to ensure the management system of the International Secretariat is sound, transparent and accountable.

Tumultuous years have marked recent Amnesty International history. From the threat to derecognize the established Trade Union at the International Secretariat in early 2011, at a time when major restructuring linked to Moving Closer to the Ground (MCTTG) had been announced; flawed, time-consuming and expensive consultations on the MCCTG blueprint, for which to date no detailed plan is available; pervasive use of consultants, tendering for some of which appears to be questionable; two public strikes by AI UK staff, over a major restructuring that was

not announced at the previous AGM; and two public strikes by staff at the International Secretariat, which were followed by a vote of no confidence in its Senior Leadership.

In the past two years, several experienced staff members have resigned—the gap their resignation leaves, particularly in relation to institutional knowledge and continuity of the work is inestimable. Some of these important resignations directly questioned the principles and basis of the MCTTG process, exposing fears that the large budget cuts for the research operation and changes envisaged were going to lead to a fragmented movement, unable to adopt consistent approaches and respond coherently to local and global challenges, far from the ideal of One Amnesty.

Repeated requests from staff to have a direct channel of communications with the movement, particularly at times when and on issues for which there is a clear conflict of interest from management, have been continuously denied by senior leadership and the Secretary General. A request from staff, as well as Section Directors and Chairs from more than 30 sections to establish an independent, impartial mediation and investigation into recent developments were also denied. Despite this turmoil, the IEC has confirmed its full support to the Senior Leadership team without giving any explanation as to why such position has been taken. This only calls into question the IEC's independence and competence with dealing with such matter.

The implications of not fully addressing this crisis are detrimental not only to the external perception of Amnesty International with its direct impact on fundraising and memberships. A senior and global leadership that is not willing to live by the values that Amnesty International preaches, in particular; transparency and accountability, undermines those core values that have underlined Amnesty International's work and reputation over half a century. Such words cannot just be meaningful for others. That's why the resolution proposes the establishment of an external, competent and independent review mechanism, to maintain an oversight of how decisions are made, and to ensure human rights remain at the core of the Amnesty International daily life.

By this resolution, we are not saying that staff at the International Secretariat, or in sections, are right, and their management is wrong. This is not about some of us losing our jobs. What we are saying is, everyone should be accountable, and reviews should be impartial.

BOARD BACKGROUND NOTE:

Please see criteria for submitting emergency resolutions at the International Council Meeting (ICM) on page x.

Following the controversy caused by payments to Amnesty International's (AI) former Secretary General and her deputy, the International Executive Committee (IEC) commissioned an independent review resulting in the '*Dame Anne Owers Report*'. Dame Anne provided the movement with an interim report ahead of the 2011 International Council Meeting (ICM), and published her final report in November 2011.

'Decision 1 of the 2011 ICM' welcomed the report and called for the appointment of an independent group to commission an evaluation into the IEC's current operations, effectiveness and access to expertise. The IEC was also instructed to involve an external expert in its Board Development Committee, develop a governance unit to support its work, establish a remuneration committee to advise on pay and benefits for International Secretariat (IS) Senior Leadership and develop a programme to strengthen its own effectiveness over the next two years.

Following the ICM, Compass Partnership and OnBoard were appointed by the Board Review Group to conduct an independent review of the International Executive Committee (IEC) and to support implementation of its recommendations, as required by *'Decision 1 of the 2011 ICM'*.

The review of the IEC against the Compass governance standard showed that it met 31 of the characteristics of effective governance fully, eight partially and did not meet 14 of the characteristics. The '*Independent review of the IEC*' (Compass Report) identified four significant aspects of the IEC's work for particular attention:

1. Getting the right balance of skills and experience on the IEC
2. Ensuring continuity of membership of the IEC
3. Building a stronger partnership between the IEC and the International Secretariat
4. Enhancing trust and confidence in the IEC and the Senior Leadership Team (SLT).

In May 2012, following the Compass Report publication, the IEC submitted its report on the '*Implementation of ICM 2001 Decision 1*' to the Chair's Assembly. The IEC stated that they were committed to the developmental work recommended in the Compass Report, and this work is being led by the IEC's Board Development Committee. The IEC are preparing a strong package of reforms to be presented at

the 2013 ICM, which will require resolutions. This issue is expected to make up a significant part of the agenda, including within the IEC's Accountability Report.

In Dec 2012, the IEC appointed a Global Management Team Reference Group to address issues of trust at the International Secretariat. This Reference Group reported back to the movement in January 2013. Their '*Global Transition Program Reference Group*' (RG report) identified shortcomings in the process so far and made 8 recommendations for taking this work forward whilst also recognising the progress made so far.

The IS Senior Leadership Team responded that they have accepted many of the shortcomings and are committed to learning from them. An action plan for implementation of the recommendations identified in the RG Report will be finalised by the IEC meeting on the 2nd March 2013 and a progress report will also be made to the 2013 ICM.

C5 Accountability, Governance and Management at the IS

Proposer: Caroline Butler

Seconder: Ade Couper

This AGM instructs the Board to:

Submit an emergency resolution to the 2013 ICM that will ensure informed and critical discussion of the issues raised in the Reference Group (RG) report, including:

- ⌘ The risks and consequences of implementing Moving Closer to the Ground (MCtG) on Section/Structures, and how research, campaigning and rights holders would benefit from the proposed changes
- ⌘ Ensure that the appropriate actions are taken in response to the issues raised in the RG report.
- ⌘ Provide a report to the AIUK membership, as soon as possible after the ICM, of the discussion on the RG report to be held at the ICM, and the decisions taken and actions proposed.

Proposer Background Note:

In light of the fact that:

- ⤴ The proper management of the IS and its funds are of profound concern to AIUK
- ⤴ The IS has for some time been operating in uncertainty, experiencing staff strikes and high level resignations
- ⤴ The Reference Group (RG) report states that the plan (“Blueprint”) for the implementation of the Moving Closer to the Ground (MCttG) has focussed on “logistical matters rather than demonstrated benefits in human rights impacts” and that many international staff and Sections are concerned about:
 - ⤴ Whether there is ‘solid reasoning’ behind the vision
 - ⤴ The manner and speed of implementation
 - ⤴ The cost to the organisation both financially and in terms of the loss of experienced staff
 - ⤴ Cut backs to core programs of work
 - ⤴ The scale of changes
- ⤴ The Blueprint was not available for Sections/Structures until a few days before the 2011 International Council Meeting (ICM) and that “no real discussion took place at the ICM meeting”
- ⤴ The RG report highlights the apparent lack of “an adequate or appropriate monitoring system in order to raise/address concerns about the process, the financial issues relating to the implementation, or the reputational risks” and noting that the RG report was published after the deadline for submission resolutions to the 2013 ICM

It is of vital interest to AIUK that the global Amnesty movement is managed so as to achieve maximum human rights impacts, within well-defined financial budgets, and respecting the accumulated knowledge, experience and wisdom of international staff at all levels. The recommendations of the Reference Group report taken as a whole appear to be an important and valuable first step in underpinning changes on the global stage. The Reference Group (RG) was established in November 2012 by the IEC and Global Management Team, to report internally on long-running issues at the International Secretariat (IS) including, among other things, staff/management relations and the implementation of Moving Closer to the Ground (MCttG). The various issues culminated in IS staff strikes and high-level resignations during 2012.

The Reference Group comprised three members of the Global Management team from Spain, Senegal, and Australia. Their report was completed in January 2013.

Following interviews with and written contributions from a large number of stakeholders including staff, Sections/Structures, volunteers, council members and senior management, the report determined that rebuilding trust between the Secretary General, the Global Management team, AI Sections/Structures globally and staff at the IS was central to getting AI globally back on track, and among other things highlighted the following:

- ⤴ A need to bring human rights to the centre of the MCttG, and a need for the Senior Leadership Team and AI to increase its focus on human rights work
- ⤴ A need to ensure active participation and ownership of the MCttG plan going forward. Most members, staff and Sections/Structures support the 'big picture' MCttG but want to know how it will actually work, and want to have clarity on roles and responsibilities
- ⤴ A need to demonstrate valuing people through actions. This follows from a lack of effective engagement with staff and Sections/Structures, creating uncertainty about the process
- ⤴ A need to improve accountability across AI
- ⤴ A need to monitor the implementation of all the RG recommendations

BOARD BACKGROUND NOTE:

Please see criteria for submitting emergency resolutions at the International Council Meeting (ICM) on page x.

In November 2012, following concerns raised about the Moving Closer to the Ground process (MCTTG) a decision was made by the International Executive Committee (IEC) to establish a Global Management Team Reference Group to address this.

The group was asked to make recommendations on how to build trust between International Secretariat (IS) staff and management. The reference group was set up with a mandate:

1. To listen to concerns of key stakeholders;
2. To map the various factors that are hindering trust between different stakeholders;

3. To propose to the Secretary General and IEC specific, time-bound and forward-looking measures that build trust and confidence between all.

In January 2013 the Reference Group published their report '*Global Transition Programme – Reference Group Report on Building Trust and Confidence*' (RG Report).

The Reference Group identified shortcomings in the process so far and made 8 recommendations for taking this work forward whilst also recognising the progress made so far. The IS Senior Leadership Team responded that they have accepted many of the shortcomings and are committed to learning from them. An action plan for implementation of the recommendations identified in the RG Report will be finalised by the IEC meeting on the 2nd March 2013 and a progress report will be made to the 2013 ICM.

On 22 January 2013, the IS published the '*Global Transition Programme Roadmap*' (GTP). The primary purpose of this document is to present a clear picture of how the Moving Closer to the Ground will be operationally implemented from 2013-2015 and its organisational implications, particularly for the IS and consequently the movement. It builds on the *Blueprint for an Integrated and Results-Driven IS, Closer to the Ground*.

The Special Chair's Assembly and Director's Forum was held in early February 2013 in the Netherlands. This meeting was attended by all sections and structures except AI Tunisia and Sierra Leone. The meeting discussed the GTP roadmap, which implements the vision and the RG report, which supports the implementation of the vision. Following the meeting, the Chair of the Chairs Assembly issued a Chair's summary in which she reported that all Sections and Structures confirmed their commitment to the aims of the GTP as articulated in the Roadmap. They also all agreed in general with the recommendations from the RG Report and signaled their willingness to join with the IEC and the IS Senior Leadership Team as leaders in the change process.

The Chair's statement also included a section on the importance of having clear measures of success, including the human rights impact. On 12 February, following the special meeting of the Chair's Assembly and Director's Forum 2013, Pietro Antonioli, IEC Chair, and Salil Shetty, Secretary General also issued a '*Joint Statement*' in which they responded that they have accepted many of the shortcomings and are committed to learning from them. An action plan for implementation of the recommendations will be finalised by the IEC meeting on the

2nd March 2013 and a progress report will also be made to the 2013 ICM.

Resource Implications: There are no resource implications for this resolution.

C6 Transparency and Accountability of the IS

Proposer: AIUK Board

This AGM is asked to agree the following resolution,

Noting decision 3 of the 2013 AIUK EGM which decided

THAT the Directors of the Company be directed that the assessment payable by the Company or Amnesty International (UK Section) Charitable Trust to Amnesty International Limited and any member of its group (i.e the “IS Assessment”) shall not be paid, unless prior to such payment the IS shall have provided the Directors with an explanation, in such form as the Directors may determine, of the purposes for which such IS Assessment shall be applied, and a report, in such form as the Directors may determine, on the application of the previous IS Assessment(s) with regard to progress and achievements.

This AGM, mindful of the commitment across the movement to increase the level of assessment paid from sections to the International Secretariat and the ambitious plans to globalise the movement and increase our impact on human rights change and increase the impact of Amnesty International approved by International Council Meetings, calls on the Board of AIUK and the Trustees of the AIUK Charitable Trust to work with the International Secretariat to establish clear performance indicators for measuring the impact of Amnesty International. This to improve and strengthen governance mechanisms within the movement and establish clear financial and impact reporting mechanisms from the IS to sections and to report on progress at the next AGM. In particular this AGM directs the Board to:

1. Support the **development of processes** with the IS to achieve operational excellence and cost effectiveness.

2. Insofar as the Board is able to procure, to ensure that the Memorandum of Understanding (MoU) between AIUK Charitable Trust and the IS, leads to **improved information** being provided by the IS on the use of funds paid by the Trust to the IS.
3. Support the development of financial Key Performance Indicators, in particular but not exclusively, progress against those outlined in the Global Transition Programme such as:

Operating Expenditure by Region

	2012	2013	2014	2015
Global South/ Regional Hubs	21%	30%	49%	64%

Capital by Region

	2012	2013	2014	2015
London	72%	64%	45%	30%
Global	7%	6%	6%	6%
Asia	4%	6%	16%	20%
Africa	7%	11%	17%	21%
Americas	4%	6%	10%	11%
MENA	3%	3%	3%	8%
ECA	3%	4%	3%	4%

4. Support the IS's Strategy and Evaluation Unit in its work to expand Amnesty's **impact assessment** framework to ensure measures of organizational activities are obtained. Examples might include but are not limited to:
 - Numbers of individuals at risk released following Amnesty's intervention
 - Key pieces of legislation changed following an Amnesty campaign
 - Major international agreements achieved following an Amnesty campaign
5. The Global Transition Plan (GTP) recognises that the activist base in our largest sections (in Europe, North America, Australia and new Zealand) is fundamental to our success as a movement. The GTP recognises that stronger programmes and increased membership in the global south will allow sections in the north to work in new ways, with partnerships and joint campaign initiatives between sections in the north and in the south. AIUK will use it's influence to encourage the IEC and the ICM to provide clear and measurable proposals on turning this vision into reality.

Board Background Note:

The AIUK Extraordinary General Meeting (EGM) held in January 2013 passed a special resolution which directed the Board to ensure greater clarity on how funds provided by AIUK to the International Secretariat (IS), for international work through the Assessment mechanism are spent. The Board supported this resolution and has undertaken several initiatives to improve the transparency and accountability of both how AIUK's assessment is spent and the governance of the IS and wider movement.

An example of one of those initiatives was in July 2012 when AIUK and the IS signed a Memorandum Of Understanding (MoU) which formally lays out some of the intent contained in this resolution. Extracts from the MoU include:

3.2.4 Amnesty International Limited (AIL) will provide quarterly reports to AIUK which confirm AIL's expenditure in relation to the Grant Request and the value of the Charitable Activities;

3.2.5 AIL will provide an annual report following the annual grant period confirming the Grant Funds were spend in accordance with the Charitable Aims.

4. Obligations of AIL

4.2.1 Maintain a database, accessible to AIUK that provides, at project level, details of AIL planned and actual activities, and their outcomes;

4.3 AIL will not use the Grant Funds for any of the following purposes:

4.3.2 Making any payment to AIL's company directors or members;

4.3.6 Taking any other action which is inconsistent with AIUK's charitable status

5.3 AIUK reserve the right to recover any unspent Grant Funds, or any Grant Funds not spent in accordance with the provisions of this MoU.

The Board recognises that more needs to be done and is keen to work with the IS and other sections to strengthen mutual accountability within the movement. This resolution is brought before the AGM in response to the EGM resolution, to provide certainty that the EGM's decision is followed through and to provide a framework which will ensure updates are made available to subsequent AGMs.

The Chair of the Board and Director of AIUK raised this issue at the Special Chair's Assembly and Director's Forum meeting (February 2013), where we outlined AIUK's intention to seek greater accountability and improved reporting from the International Secretariat. This initiative was welcomed by other Sections and Structures and the IEC. In addition, the IS has indicated its firm intention to improve accountability and to provide impact reports as identified in the '*Global Transition Plan Road Map*' (GTP). The Board of AIUK will ensure that timely, quality feedback is provided to members of progress made against the GTP objectives as outlined within said document.

The aim of this resolution is to improve the feedback to supporters of how their efforts and funds are impacting human rights change.

Working Party D: Structure of AIUK

D1 Financial Stability of AIUK

Proposer: AIUK Board

This AGM:

Noting the requirement to pay the increasing international assessment which is a democratic decision of the movement made at the 2009 and 2011 International Council Meetings (ICMs).

Noting the One Financial Amnesty decision of the 2011 AGM which said

This AGM calls on the delegation to the 2011 International Council Meeting to continue to support the moves to allocate a greater proportion of the global movement's resources to its international work, particularly in the Global South and East, but also to ensure that such changes do not undermine the ability of AIUK to maintain a strong activist and campaigning base in the UK.

Noting the role of AIUK in securing an extension in the period of transition to a 40% assessment rate to 2021 as against the original timetable which was to 2016.

Noting the advice of the Finance Sub-Committee (FSC) of the Board, that the impact of this increase and the challenging environment for fundraising, means that AIUK is required to cut £2.5million of recurrent annual costs in order to protect our medium term financial health and that action to achieve this is required now in order to avoid a financial crisis

Noting that £1.56 million recurrent annual savings have already been found and cut from non staff budgets

Noting the annual staff salary cost is £8.3million which is 46% of AIUK's available annual expenditure budget (after the international assessment)

Understands the difficult reality that savings must now be made by reducing the number of staff at AIUK

Noting decision 6a of the 2013 EGM which requires any material reorganisation of AIUK to have the consent of the membership in general meeting

Decides that AIUK must now undertake a material reorganisation of its staff in order to achieve its savings requirements and continue to meet our increased financial commitment to the international movement. This reorganization must maintain a

strong campaigning and activism base and be carried out in accordance with the existing job security and redundancy agreement in place between AIUK and Unite.

Board Background Note

All Amnesty sections and structures with a minimum level of income are required to pay a contribution to the international movement. This contribution (assessment) has until recently, been fixed at 30% of AIUK's income. The assessment from Amnesty sections pays for Amnesty International's (AI) human rights research programme, global human rights policy, campaign strategy, and direct support to building the Amnesty movement across the world. As the second largest section in the movement by annual income AIUK currently pays 30% of its income to the international movement. Financial payments from Amnesty sections such as AIUK make up 94.4% of the International Amnesty budget.

The decision to increase the proportion of income that sections contribute to the international movement was taken democratically at the 2011 International Council Meeting (ICM) at which all Amnesty sections are able to vote. The AIUK 2011 AGM supported the direction of AIUK increasing its contribution to the international movement provided such changes did not undermine the ability of AIUK to maintain a strong activist and campaigning base in the UK.

The rationale for this increasing contribution is to increase Amnesty's human rights impact internationally by strengthening our work directly in the global south and east.

Along with our fellow Amnesty member Sections and Structures, AIUK is committed to increase the annual amount we pay to the International Secretariat (the IS) from 30% of our income currently to 40% of our income by 2021. This increase builds incrementally from 2013 reaching 40% by 2021. The AIUK delegation to the 2011 ICM were concerned that the rate of increase being proposed at that stage was too fast and could harm AIUK's ability to maintain a strong activist and campaigning base in the UK. They were successful in securing support at the 2011 ICM to slow down the rate of increase, extending the period of transition from 30% to 40% by 5 years – from the originally proposed date of 2016 to a longer transition timetable up to 2021.

The AIUK 2011 AGM agreed AIUK's strategic directions from 2011-2016. This document set a strategy to aim to cover this increase in the assessment by increasing income by 6% per year. Towards the end of 2011 the Board became

concerned that the 6% growth target was too ambitious given fundraising results at the time and the difficult economic environment. It was also clear that AIUK needed to bring expenditure and income in line with each other. At the time of setting AIUK's budgets for 2012 the Finance Sub Committee (FSC) advised the board that it should instruct the Senior Management Team (SMT) to achieve a break-even budget in 2013 and to develop a plan to reduce the cost base of the organisation if income growth projections did not meet the 6% year on year growth target.

In February 2012 the SMT started to work on this. This was a significant piece of work which was still in progress at the time of the 2012 AGM. The Treasurer alerted the 2012 AIUK AGM to the fact that we had not achieved our income or supporter recruitment objectives in 2011 and that we needed to address a projected deficit of around £1million in 2013, but at that point the work had not been completed to determine what, if any, other significant cost savings might be required (see AGM 2012 minutes enclosed in these papers).

The Board acknowledge that the announcement of a requirement to cut AIUK's annual costs by £2.5 million in May 2012, coming as soon as it did, after the 2012 AGM was a shock to many members and we apologise for this. We hope it will be helpful to provide a brief re-cap on how we arrived at this position and why the Board is now asking for the consent of the AGM to make a material reorganisation to AIUK.

At the end of April 2012 the SMT presented the FSC with their analysis of the medium term financial picture (the medium term is defined as until 2017). They had examined the risks to AIUK's finances and the forward fundraising strategy. They were concerned that income had been relatively flat over the last three years and that, despite investment in supporter recruitment, we were struggling to recruit new supporters at the rate and return that we needed to grow our income at 6%. For this reason and in the context of the wider difficult economic environment, SMT recommended to the FSC and the Board that whilst we should still aim for 6% income growth it would be imprudent to budget on that basis. Instead it was agreed we should budget for 2% growth which is in line with our actual growth over the last 3 years. This would mean that we would need to make cuts of £2.5 million to our recurrent annual expenditure budget in order to be able meet our increasing assessment cost.

The FSC subsequently recommended to the Board that the SMT should be tasked with finding savings in recurrent expenditure of £2.5 million, of which £1.25 million was needed to be in place by January 2013 in order to achieve a break-even budget in that year.

£1.56 million has since been found and cut from non-staff budgets after a significant review process across the organization, which identified efficiencies designed to minimise staff losses. This leaves the remaining £0.94 to be found from staff savings. These savings need to be made urgently in order to secure the medium term financial security of AIUK.

Our recommended financial reserves level is £3.7million (which equates to approximately 8 weeks of running costs). If we are unable to make the further £0.94 million savings required, AIUK would be below minimum reserves levels in the first half of 2014. By the end of 2014 we would end up with an anticipated level of reserves equivalent to less than four weeks expenditure greatly increasing the risk of financial insolvency.

Every month that we delay implementation of these savings, we delay saving £90K per month and further reduce our reserves. Every month that these savings are delayed adds significant financial pressure which could lead to the need to reduce spending elsewhere and ultimately the risk of more staff redundancies. In proposing the savings in the way we are, the Board is seeking to minimise staff redundancies, now and in the future, whilst maintaining our commitment to the international movement and maintaining a strong activist and campaigning base in the UK.

Resource Implications: Every month that we delay implementation of these savings, we delay saving £90K per month and further reduce our reserves.

D2 Stability and Structure A

Proposer: AIUK Board

This AGM:

Noting the decision that a material reorganisation of the AIUK staffing structure is required in order to protect the medium term financial health of AIUK

Noting that the proposed new staffing structure contained in the conference pack has been developed over a period of 6 months and is informed by a thorough

consultation with all staff, Unite, with members and external partners generating over 300,000 words of feedback.

Noting that the proposed structure contained in the conference pack seeks to make operational efficiencies to AIUK by reorganising functions and creating greater flexibility and campaigning focus.

Noting that making staff cuts within the existing staff structure does not allow for efficiency gains by reorganising functions and poses a greater risk to the section's ability to work effectively.

Noting that the proposed structure positively enhances support for activism, with named support for the following activist constituencies: local groups, student groups, youth groups, regional representatives and country coordinators, Trade Union and other networks as well as individual members.

Noting that the proposed structure will have 76.1 full time equivalent staff working across two newly focussed campaign and communication departments.

Noting decision 6a of the 2013 EGM which requires any material reorganisation of AIUK to have the consent of the membership in general meeting.

Decides to give the board of AIUK consent to protect the medium term financial health of AIUK through the staffing structure contained in the conference pack.

Composite Draft Board Background Note for resolutions D2 and D3 – Stability and Structure

The Proposed Structure:

Following the 2013 EGM the Board wish to present the AGM with two options for the staffing structure of AIUK for decision. To comply with the standing orders of the AIUK AGM, they are presented as two separate resolutions to be taken in the order of the proposed structure first, followed by the proposed alternative. If the AGM decides to pass the first resolution on the proposed structure, the second resolution will fall.

These options on staffing structure are presented to the AGM because they clearly constitute a material reorganisation of AIUK and that this was the intention of the 2013 EGM decision 6a. In order to have clarity for the future, the Board's Governance Task Group Resolution asks that parameters for how 'material reorganisation' is defined should be drawn up over the course of the year and presented to the 2014 AGM for decision. It will guide the board during preparation for any future changes.

The Board propose to restructure AIUK's staff in order to make the staff savings we need to ensure financial stability in the medium term, and to most effectively maintain a strong activist and campaigning base in the UK. This is because restructuring allows us to seek economies of scale, clarity of focus and facilitate more integrated working by bringing certain functions and teams together. Reducing staff posts through a team by team approach within the existing structure does not allow that flexibility and poses a greater risk to the section's ability to work effectively.

The proposed structure seeks to put members firmly at the heart of AIUK and to more clearly support and enable their campaigning work. It brings all support for activism into one team. It increases the number of staff dedicated to the support of activists. It creates a new Directorate which brings together Priority Campaigns, Activism and Communications and in so doing puts activism at the campaigning centre of the organisation and integrated into decisions on how we communicate, prioritise and campaign.

It also adds a new member of the Senior Management Team (SMT) in order to increase the capacity of AIUK to play its part in the management and development of the international movement and to provide greater oversight and influence over the international movement and its governance. However, overall the proposed structure cuts the leadership team and associated costs from 20 to 17 posts. The structure sees a cut in staff in almost all areas of the organization, including fundraising.

Process by which this structure was developed:

Work to develop this restructure began in June. It was informed by informal consultation across the whole Leadership Team of AIUK and with around 80 members in 5 meetings held in Edinburgh, Birmingham, Leeds and London (twice) over the summer. A first draft structure was issued to staff and members on 22nd October 2012.

Then followed a 38 day consultation period. This consultation generated feedback from across the whole AIUK staff base, from partner organisations, the IS and from AIUK members. In all there were over 300,000 words of feedback. The feedback was very helpful for the Board. Several significant changes were made to the original proposal as a result including adding back in 2 additional posts to increase campaigning capacity and reinstating the role of Refugee Researcher. We also clarified that there would be named posts to support specific activist constituencies and that there would be one post dedicated to groups and adult training working within the wider Human Rights Education Team.

The resulting final proposed structure reduces AIUK's overall staff by 23 full time equivalent posts of which 7 posts are vacant, bringing the number of redundancies required to 17. This still leaves AIUK with the largest staff team of any Section at 148 posts (The Netherlands and the USA, are next largest, each having staff teams of 105). With a staff complement of 148, of which over 70 will be located in the two departments with a clear campaigning, activism and communications remit. The Board believe that under this structure AIUK will maintain a strong activist and campaigning base in the UK as required by the One Financial Amnesty decision of the 2011 AIUK AGM.

It should be noted that a call was made to staff for voluntary redundancies against this structure dependent upon the outcome of the EGM. 25 requests were made in response. The Board decided that, on the basis of the EGM, these should not be taken forward unless the AGM gives consent for the proposed structure to go ahead. Although this number of requests is no guarantee that this new structure could be implemented with no compulsory redundancies, it does lead the Board to be reasonably confident that we can implement the restructure predominantly through voluntary, rather than compulsory, redundancies.

It should also be recognised that if this structure is agreed and implemented, there may need to be changes to it over time. Subject to the recommendations made by the Governance Task Group proposed by the Board in its Resolution to the 2013 AGM, such changes would be unlikely to be considered material.

Resource Implication: There are minimal resource implications in taking this work forward.

Proposer: AIUK Board

This AGM:

Noting the decision that a material reorganisation of the AIUK staffing structure is required in order to protect the medium term financial health of AIUK.

Noting that the proposed new staffing structure contained in the conference pack has been developed over a period of 6 months and is informed by a thorough consultation with all staff, Unite, with members and external partners generating over 300,000 words of feedback.

Noting that the proposed structure contained in the conference pack seeks to make operational efficiencies to AIUK by reorganising functions and creating greater flexibility and campaigning focus.

Noting that making staff cuts within the existing staff structure does not allow for efficiency gains by reorganising functions and poses a greater risk to the section's ability to work effectively.

Noting that the proposed structure positively enhances support for activism, with named support for the following activist constituencies: local groups, student groups, youth groups, regional representatives and country coordinators, Trade Union and other networks as well as individual members.

Noting that the proposed structure will have 76.1 full time equivalent staff working across two newly focussed campaign and communication departments.

Noting decision 6a of the 2013 EGM which requires any material reorganisation of AIUK to have the consent of the membership in general meeting.

Decides to give the board of AIUK consent to implement the budget through the staffing structure contained in the conference pack with the addition of 2 posts to increase campaigning capacity and to reduce the non-staff fundraising budget (ie non staff fundraising costs) by £100K per year in order to fund this.

Composite Draft Board Background Note for resolutions D2 and D3 – Stability and Structure

The Proposed Structure:

Following the 2013 EGM the Board wish to present the AGM with two options for the staffing structure of AIUK for decision. To comply with the standing orders of the AIUK AGM, they are presented as two separate resolutions to be taken in the order of the proposed structure first, followed by the proposed alternative. If the AGM decides to pass the first resolution on the proposed structure, the second resolution will fall.

These options on staffing structure are presented to the AGM because they clearly constitute a material reorganisation of AIUK and that this was the intention of the 2013 EGM decision 6a. In order to have clarity for the future, the Board's Governance Task Group Resolution asks that parameters for how 'material reorganisation' is defined should be drawn up over the course of the year and presented to the 2014 AGM for decision. It will guide the board during preparation for any future changes.

The Board propose to restructure AIUK's staff in order to make the staff savings we need to ensure financial stability in the medium term, and to most effectively maintain a strong activist and campaigning base in the UK. This is because restructuring allows us to seek economies of scale and clarity of focus by bringing functions and teams together. Cutting into the existing structure does not allow that flexibility and poses a greater risk to the section's ability to work effectively.

The Board continues to hear a strong view that the important role that activists can play in achieving human rights change is not valued highly enough by the section as a whole. The board recognises and values the huge contribution that members make and are convinced that we need to improve the way that the section (through both staff and governance structures) supports members in their work.

The proposed structure seeks to put members firmly at the heart of AIUK and to more clearly support and enable their campaigning work. It brings all support for activism into one team. It increases the number of staff dedicated to the support of activists. It creates a new Directorate which brings together Priority Campaigns, Activism and Communications and in so doing puts activism at the campaigning

centre of the organisation and integrated into decisions on how we communicate, prioritise and campaign.

It also adds a new member of the SMT in order to increase the capacity of AIUK to play its part in the management and development of the international movement and to provide greater oversight and influence over the international movement and its governance. However, overall the proposed structure cuts the leadership team and associated costs from 20 to 17 posts. The structure sees a cut in staff in almost all areas of the organisation, including fundraising.

Process by which this structure was developed:

Work to develop this restructure began in June. It was informed by informal consultation across the whole Leadership Team of AIUK and with around 80 members in 5 meetings held in Edinburgh, Birmingham, Leeds and London (twice) over the summer. A first draft structure was issued to staff and members on 22nd October 2012.

Then followed a 38 day consultation period. This consultation generated feedback from across the whole AIUK staff base, from partner organisations, the IS and from AIUK members. In all there were over 300,000 words of feedback. The feedback was very helpful for the Board. Several significant changes were made to the original proposal as a result including adding back in 2 additional posts to increase campaigning capacity and reinstating the role of Refugee Researcher. We also clarified that there would be named posts to support specific activist constituencies and that there would be one post dedicated to groups and adult training working within the wider Human Rights Education Team.

The resulting final proposed structure reduces AIUK's overall staff by 23 full time equivalent posts of which 7 posts are vacant, bringing the number of redundancies required to 17. This still leaves AIUK with the largest staff team of any Section at 148 posts (The Netherlands and the USA, are next largest, each having staff teams of 105). With a staff complement of 148, of which over 70 will be located in the two departments with a clear campaigning, activism and communications remit. The Board believe that under this structure AIUK will maintain a strong activist and campaigning base in the UK as required by the One Financial Amnesty decision of the 2011 AIUK AGM.

It should be noted that a call was made to staff for voluntary redundancies against this structure dependent upon the outcome of the EGM. 25 requests were made in

response. The Board decided that, on the basis of the EGM, these should not be taken forward unless the AGM gives consent for the proposed structure to go ahead. Although this number of requests is no guarantee that this new structure could be implemented with no compulsory redundancies, it does lead the Board to be reasonably confident that we can implement the restructure predominantly through voluntary, rather than compulsory, redundancies.

It should also be recognised that if this structure is agreed and implemented, there may need to be changes to it over time. Subject to the recommendations made by the Governance Task Group proposed by the Board in its Resolution to the 2013 AGM, such changes would be unlikely to be considered material.

Resource Implication: There are minimal resource implications for taking this resolution forward.

D4 AIUK Restructuring

Proposer: UNITE The Union (Affiliate)

This AGM:

Asserts that a general meeting is not the appropriate forum for agreeing the finer details of a staffing restructure, but **requires** that any restructuring that takes place is in full accord with the AIUK redundancy agreement, with our principled commitment to job security.

Instructs the Board to ensure all alternatives to redundancies are fully explored in good faith, including those put forward by the staff and the union (as required by the redundancy agreement), and **requires** to Board to commence negotiations with Trade Union recognised by AIUK, Unite, using the assistance of ACAS in order to reach an agreement. The law requires meaningful consultation over ways of avoiding the proposed redundancies, and refusing to discuss the main cause of the redundancies, which is the increase in the assessment, will leave AIUK open to legal challenge for unfair dismissal.

Notes with concern the proposal to recruit an additional senior manager at director

level at the same time as proposing widespread redundancies and cuts at lower levels of AIUK's staff.

Notes that AIUK's financial health is stable in the period leading up to the 2013 International Council Meeting. Additionally **notes** that the ICM 2013 will review the transition to higher levels of assessment by Amnesty sections. Therefore **instructs** the Board not to make irreversible and expensive changes to the staffing structure of AIUK in advance of the ICM.

Proposers Background notes

AIUK's staff union proposed detailed written alternatives to redundancy and restructure in November 2012, for which they have yet to receive a response. The staff union is ready to meet with senior management and the Board of AIUK at any time to negotiate alternatives to the proposed compulsory redundancies and restructure. Unionised staff recognise that there are sometimes occasions when an organisation may need to make redundancies, after meaningful negotiations with staff and when all other alternatives have been exhausted.

In January 2013 it was confirmed that 2012 income exceeded the original 2012 budget by £1.5m. This was principally due to higher than expected legacy income and a windfall unsolicited gift from a Trust of £680K received in January of this year, but which accounting standards require to be included within 2012. AIUK's Finance Sub Committee (FSC) is clear that this must be treated as one-off income and therefore reaffirmed the continuing requirement for financial prudence and the need to implement savings against recurrent costs in their entirety. However, this extra £1.5m changes the original financial projections of how soon AIUK will find itself in financial difficulties if the full increase to the assessment is paid and no further savings are found.

Extracts from the AIUK redundancy agreement:

"1. STATEMENT OF INTENT

1.1 Both AIUK and the Union are committed to the maintenance of job security."

"4. ALTERNATIVES TO REDUNDANCY

4.1 As part of the consultation process described above, the following alternatives to redundancy will be fully explored and considered:

a) Curtailment of recruitment, where relevant to the problem; b) Reduction or elimination of temporary staffing and consultancies; c) Redeployment to suitable alternative employment according to the procedures specified below; d) Retraining e) Offering existing employees sabbaticals and secondments; f) Employment opportunities at the International Secretariat; g) Options for changes in working hours (eg shorter working week, compulsory leave); and h) **Union proposals: any further proposals from the Union for avoidance of redundancies will be given full consideration.**" AIUK Staff Handbook, N8 Job Security and Redundancy Agreement (May 2012).

Extract from the ICM 2011 decision: "(c) The IEC will report on the financial impact of the new assessment system and the transitional arrangements at the 2013 and 2015 ICMs. These analyses will be based on the Common Accounting Framework. The 2013 and 2015 ICMs will review the pace and the arrangements of this transition towards the 40% goal." ICM Decisions 2011 (ORG 52/002/2011), p28, resolution 18 – One Financial Amnesty, 8(c).

BOARD BACKGROUND NOTE:

The Board agree that a general meeting is not the appropriate forum for agreeing the finer details of a staffing restructure.

From the outset of the formal consultation on the proposed structure in October 2012, the Board instructed AIUK's Senior Management Team (SMT) to take all possible steps to minimise potential redundancies. The Cost and Priorities Programme (CAPP) identified £1.5 million savings from non-staff costs. The Board has always respected and worked within AIUK's Job Security and Redundancy policy.

The SMT has been, and continues to be, willing to meet with the Union to explore alternatives to redundancy. The schedule of meetings since the start of the formal consultation in October 2012 is shown below:

October 2012	19 th : Trade Union representatives meet with AIUK's Board without SMT present
	22 nd : Trade Union briefed on proposed new structure and

	formal consultation opened. Consultation period extended from 30 days to 38 days at Trade Union request.
November 2012	<p>9th: Unite shop stewards and regional officer - formal meeting</p> <p>13th: Union/Human Resources meeting</p> <p>15th: Union/ Human Resources meeting to discuss pooling</p> <p>21st: Union/ Human Resources meeting</p> <p>27th: Formal Joint Negotiating Committee/Cost and Priorities Programme meeting</p> <p>28th: Union/ Human Resources meeting to discuss pooling</p> <p>28th: Formal consultation period ends</p>
December 2012	<p>4th: Shop stewards and regional officer - formal Avoidance of Dispute regarding office move</p> <p>7th: Shop stewards and regional officer - formal meeting regarding Union cost saving proposals</p> <p>11th: Union/ Human Resources meeting</p> <p>13th: Finance workshop with Union based on updated figures</p> <p>17th: Post consultation briefing with the Union</p>
Jan 2013	25 th : Follow up meeting with Union on updated figures
Feb 2013	15 th : Union/ Human Resources meeting

The formal consultation was extended twice in response to Union requests. During this consultation with staff, members, the Trade Union and key stakeholders we received over 300,000 words of feedback that informed the updated proposal.

The Union was given a further extension to this process at the meeting on the 27th Nov 2012 to formulate their additional proposal. To date, we have received and discussed draft proposals but no substantive final proposal has been put forward. There are ongoing discussions to develop the detail of the draft proposal.

AIUK's consultation has been extensive and meaningful - as evidenced by the substantive changes made to the final version of the proposed new structure. The Board has ensured that it is acting in accordance with all legal requirements, taking independent employment and charity law advice throughout the entire process. This legal advice states that AIUK are not open to legal challenges for unfair dismissal if they were to proceed with this restructure. The way in which the restructure has been initiated and managed has been within the law.

The proposed new structure reduces Leadership Team management posts from 16 to 12 and increases the Senior Management Team from 4 to 5. This is a saving in management costs of approximately £150,000. This rebalancing of management has not been raised formally by Unite during the consultation process.

Throughout this process the Board has made it clear that we **cannot** negotiate the International assessment. The assessment is a democratic decision made by the International movement and not one that AIUK can unilaterally amend. As a result it is not possible for the Board to negotiate the assessment with the Union. The Board is willing and able, as they have been at all stages in this process, to explore all other union and staff alternatives to redundancy.

2012 Income:

The Board's Finance Sub-Committee (FSC) met on 6th February to consider the 2012 financial outturn and the budget for 2013 which resolution 6b passed at the EGM instructed the Board to draw up.

Income exceeded the October reforecast by £1.1million and the original 2012 budget by £1.5m. This was principally due to higher than expected legacy income (£585,000) and a windfall gift from a Trust of £680,000. Overall, this meant that the

draft year end outturn for 2012 was close to break-even, an improvement from the latest forecast and £1.5 million better than the original budget for 2012.

The FSC discussed the impact of this unexpected income on our future financial projections. They were of a strong view that we must consider this for what it is – a very welcome, but one-off gift, which we could not count on receiving and budgeting for in future years. Given that the international assessment will become due on 2012 income in 2014, now just 8 months away from the AGM, the FSC has advised the Board to set aside a proportion of the additional funds received for the assessment when it becomes due.

They also recommended that this one-off income be used to help meet the additional costs incurred against the original budget by suspending the restructure and redundancies process until the outcome of the 2013 AGM is known.

Finally, it is recommended that the remaining surplus is utilised to provide some insurance against the risks to the income growth budgets of 2% per year to 2017. The Board would also ask the AGM to note that the underlying income trend is currently below the target 2% growth versus the 2012 budget.

Assessment Transition Review

The 2011 ICM decision on the international assessment did not seek a review of the assessment itself in 2013, but a review of the impact of the transition. The assessment itself will not be reviewed at the 2013 ICM. The 2013 ICM “review of the pace of transition towards the 40% goal”, it should be noted, will not fundamentally change the direction for a section such as AIUK which, even with the proposed cuts, is still by far the largest staffed section in the movement with significant operating budgets.

Delaying the restructure, dependent on the outcome of the 2013 AGM, however will adversely affect our financial position. We will incur a minimum of unplanned costs totalling £90,000 per month. It will also add to the continuing strain on the operational effectiveness of AIUK since the prevailing uncertainty over direction and resourcing will remain. It would mean that staff will have been on notice of a restructure, but with no action taken for over a year..

Resource Implications: If we are unable to make the further £0.94 million savings required, AIUK would be below minimum reserves levels in the first half of 2014. By the end of 2014 we would end up with an anticipated level of reserves equivalent to less than four weeks expenditure greatly increasing the risk of financial insolvency.

Working Party E: Membership and Organisation - AIUK

E1 Amnesty Magazine

Proposer: Hexham Local Group

This AGM decides that the despatch of the magazine be made more efficient and reliable so that it arrives at the beginning of the first month and that it be sent to all members who have paid their subscription. AIUK should remain committed to providing information to all its members, including those without internet access, so that they may still participate in timely letter writing.

Our group relies on the magazine to write letters from the Real Lives section, and has been frustrated in recent years by its inconsistent distribution. Some members never receive theirs and others get it too late to write for our monthly meeting. We must beware of alienating members who do not use the internet or text messaging and have been very committed Amnesty supporters for many years.

BOARD BACKGROUND NOTE:

During 2012, AIUK undertook a review of the Amnesty Magazine to ensure it still met the needs of our supporters and was value for money. The cost of the magazine budget is significant (currently costing between £500,000-£600,000 per year). Print and postage costs are not reducing and we have a responsibility to review the spend. The review was tasked with considering the frequency and length of the magazine with a view to reducing its cost whilst maintaining effectiveness. The review clearly identified that receiving the magazine by post was important but that supporters want a quarterly publication. We are in the process of implementing the recommendations from the review and in order to save significant costs the magazine will be sent quarterly.

We acknowledge the concerns raised by the proposers and will work to ensure that the magazine is distributed in good time and, as much as possible, for the first week of each quarter. The mailing date of the Magazine is currently driven by both internal capacity to produce the magazine and also key dates for information we have to include in the Magazine, such as the ballot papers that have to land at certain points in the year.

The Board looks forward to working with Local Groups to ensure the magazine continues to meet their needs.

Resource Implications: There may be substantive cost implications if we have to guarantee delivery for the first week of each quarter. We will aim for the first week of each quarter but we need to retain flexibility as this may not always be possible.

E2 Regional Trade Union networks

Proposer: NI Public Service Alliance (NIPSA) (Affiliate)

This AGM recognises the contribution from the Trade Union Network and the on-going work to highlight the role of Amnesty within the Trade Union membership.

This AGM calls on AIUK to further enhance this work by providing for the establishment of Regional Trade Union Networks to facilitate and enhance this collaboration and initiatives with trade unions.

BOARD BACKGROUND NOTE:

The Board welcomes efforts to strengthen Amnesty's partnerships and collaboration with trade unions. The Board will work with the Trade Union Network Committee to facilitate regional collaboration with trade unions and we will continue to seek ways to facilitate and enhance our productive and valued relationships with unions.

Resource Implications: The establishment of regional TU networks would require some initial input from the trade union campaigner and the Trade Union Network Committee.

E3 Groups Lists on AIUK Website

Proposer: Ros Topley

Seconder: Liesbeth ten Ham

This AGM, noting that:

Student groups, youth groups, local groups and other activists' constituencies are motivated human rights campaigners, who are responsible for a huge amount of

campaigning together as well as who provide a local face of Amnesty's work in the UK

Instructs the Board:

- ⤴ To ensure that immediately following this AGM there will be available on the AIUK web-site a list of all youth, student and local groups in the UK, that this list will be sub-divided to show the nation or region within the UK to which such group belongs and that such a list will remain on the web-site and be regularly updated.
- ⤴ To ensure that contact details of any group are made available promptly on request so as to enable local groups, student groups and youth groups and any other constituencies to contact each other, while adhering to any child protection regulations

Proposers Background note

This is an issue that has been a concern to regional representatives as well as other activists for quite some years and despite various requests, the issue has not been addressed. Recently a list of local groups, youth groups and student groups by region was published on the website, but this was again removed and replaced with an alphabetical local groups list which unfortunately is of considerably less use.

The best way to achieve local impact is by Amnesty activists working together; for example by promoting an event together, or by being able to use facilities that are available to each other. Due to the fact that information is not available frustrating situations have arisen which also waste resources in terms of time as well as money. An example of this is that once a school speaker travelled over 20 miles to be given a cheque at an assembly as a result of youth group fundraising. The local group found out about both the existence of this youth group as well as the brilliant work that they did through the local paper.

All youth groups have a teacher, a responsible adult, who can act as conduit and gatekeeper and as such can ensure that at all times children will be safeguarded. We know many examples of youth groups working with local groups in this way already, who have contacted each other via other ways.

There is no data protection issue as all groups and constituencies are part of the same organisation. Years ago, it was said that the *new* database would enable contact. However until now this has not materialised and other straightforward methods of contact, like an e-mail address exchange, have not been put into place.

Sadly this means that at the moment the best way for local activists to find each other is through Google.

BOARD BACKGROUND NOTE:

By April 2013, lists of local, student and youth groups will be available by region on the AIUK website and updated each month. Guidance for working with youth groups, including advice and direction on adhering to child protection best practice, will also be available on-line by April 2013.

We also remain committed to further developing the group websites that have launched to Local Groups, and the way that we support all Groups through our digital presence in order to improve access to information and so empower their activities and campaigning. In May a local groups locator will be launched on the website, which will enable direct communication to local groups. We will be reviewing our plans to redevelop the AIUK website from April 2013. Improving the means for activists to find and work with each other online remains central to our direction of travel.

AIUK will provide contact details of local, youth and student groups by region on request, in line with any child or other data protection considerations. We request that groups wishing to contact the whole national list of any type of group, do this via the AIUK office to ensure that the quantity and flow of information to groups is managed, and that groups are not overwhelmed by different requests. This also ensures that information goes to the most up to date list.

Please note that the proposed new structure (Board resolutions 'Stability and Structure A' and 'Stability and Structure B' and annex on page x) brings together staff which support different activist constituencies. We are confident that this move will further increase the work between the different types of groups to enhance their activism.

* Please note that due to the nature of youth groups, the lists change frequently.

Resource Implications: There are no resource implications for this resolution.

Proposer: Michael Reed

Seconder: Susan Walley

This AGM notes that:

- ⤴ The EGM held in January 2013 highlighted concerns about the strength and quality of governance in AIUK
- ⤴ Amongst the membership there are people with skills, knowledge, and experience suitable for filling key governance roles in AIUK

This AGM instructs the Board to:

- ⤴ Undertake a review of the governance of AIUK, drawing on experience and advice from AIUK members, and from other organisations such as NCVO¹, charities and NGOs², which will include consideration of the need to:
 1. Ensure that the membership of the Board has a sufficient and appropriate range and level of skills and experience to equip them for their role of directing and overseeing the operations of the whole AIUK movement
 2. Ensure that the Nominations Committee has the skills and experience appropriate to their role of identifying suitable persons for key positions in the governance of AIUK
 3. Ensure that appropriate training and support is given to members of the Board and Nominations Committee
 4. Review the means by which the Board ensures that it is in touch with and responsive to the views of the membership
 5. Ensure that the International Secretariat (IS) is fully accountable to AIUK for the proper, judicious and efficient application of funds provided by AIUK for the use of the IS
- ⤴ Report back to the membership the outcomes of the review at or before the 2014 AGM

Proposers Background note

Amnesty UK members expressed concerns about governance in the period leading up to, and at, the EGM in January 2013. Concerns were raised when relations between AIUK Board / senior management and staff deteriorated to the point where staff undertook strike action. It was noted also that staff at the International Secretariat (IS) were also taking industrial action.

It is essential that the Board and key committees have the right people with the requisite skills, experience and personal qualities to undertake this very demanding and challenging role. This is primarily a matter of careful selection of the best people, supplemented by guidance, training and support.

The EGM also revealed the degree to which the Board and senior management of AIUK have become out of touch with the membership. The restructuring proposals presented by the Board & senior management in the paper: “A new structure for AIUK: Delivering the role” encountered widespread opposition which led eventually to the EGM being called, at which a substantial majority voted against the policies and proposals of the Board and senior management. That report also identified a new description of the role of Amnesty UK³, which was radically different from, and quite inadequate in comparison to, the role which had been carefully considered and documented, and which was agreed at the 2011 AGM⁴.

It became clear prior to and at the EGM that the AIUK exercises little or no scrutiny over the application of funds made available to the IS by AIUK. This is out of line with the normal requirements placed on charities and NGOs to exercise due diligence and critical supervision over funds made available to others.

This resolution does not seek to make criticism of the Board and senior management who undertake highly demanding responsibilities among many constraints and challenges. This resolution seeks to bring members and Board together to improve the governance within our movement and ensure that we are stronger and better managed as a result.

NOTES

1. NCVO: National Council For Voluntary Organisations

2. NGO: Non-Governmental Organisation

3. Extract from the paper: “A new structure for AIUK: Delivering the role: Page2, Vision and role.

“It is AIUK’s role to connect people in the UK to the global struggle for human rights change and inspire them to join our work.”

4. Extract from the document: Strategic Direction 2011-2016 “The role of Amnesty International UK”:

Working with others in the worldwide movement and other organisations, we:

- *Build support for measures to prevent and end grave abuses of human rights, through campaigning and advocacy;*
- *Promote Amnesty International's research findings and human rights concerns;*
- *raise awareness, develop understanding, encourage observance of human rights within the UK population, our governments and corporations;*
- *Enable women, men and children to stand up for justice by building a movement of supporters in the UK and inspiring them to act;*
- *Raise money to deliver AI UK's work, the work of the international movement and to support the growth of our global movement, especially in the Global South"*

BOARD BACKGROUND NOTE:

The Board welcomes the intention of this resolution to further improve the governance arrangements of AIUK and note that many of its aims correspond to the Board Resolution on a 12 month Governance Taskforce [INSERT REF]

This resolution, along with the Board Resolution on Governance Taskforce would provide a strong mandate to review AIUK's governance processes and make proposals to the 2014 AGM to implement any changes and improvements.

Resource Implication: There are no resource implications for this resolution.

E5 12-Month Governance and Role Task Group

Proposer: AIUK Board

This AGM,

Noting the importance of good governance to ensuring the effectiveness of AIUK

Noting membership concerns raised about aspects of AIUK governance and communications.

Noting the need to be more inclusive and engage a wider range of people in our governance

Decides to establish a 12 month Governance Task Group with the following remit:

1. To review the constitution and standing orders and make recommendations for change to the Board and AGM

2. To improve the accessibility of AIUK's governance and documentation
3. To make recommendations on how AIUK responds to and engages with members on the ICM agenda on governance. To communicate implications for AIUK to the membership and to make any necessary recommendations for AIUK action to the board and the AGM
4. To oversee a membership consultation on the role of AIUK within the context of the international movement and our agreed strategic directions 2011-2016.
5. To provide clear guidance to the Board on how to interpret the practical application of 'material reorganisation' arising from decision 6a of the 2013 EGM.
6. To advise on and oversee a process for the admission of AIUK supporters who make donations to AIUK Charitable Trust at least equivalent to the full annual subscription rate for Individual Members, to be admitted as Members of AIUK Section
7. To make regular recommendations to the board throughout the year and to make a final report and recommendations to the January 2014 Board in order to incorporate any relevant recommendations into the business of the 2014 AGM.

The membership of the task group should be drawn from 2 members of the board, 2 trustees of AIUK Charitable Trust, 1 non board member of the Active Member Sub Committee of the Board, 1 non board member of the International Issues Sub Committee of the Board, the Chair of the Standing Orders Committee and 4 members drawn from the wider membership. The nominations committee should be tasked with encouraging applications from a diverse group of members and making recommendations to the board for appointment to this task group. More information, role and person specification for the role will be available on the governance stall at the AGM.

Board Background Note:

The Board is committed to good governance. AIUK is made up of 2 legal entities: the Section and the Charitable Trust. As a matter of good governance, the Board (of the Section) decided to adopt the Charity Statement of Recommended Good Practice (2005) for the format for its accounts.

AIUK is a democratic organisation accountable to its UK membership and also part of an international movement whose democratic decisions could be at odds with the views of our own membership. We are a £24m per year organisation with over 150 staff and property valued at £9 million. It is essential that our governance structures do the best possible job for Amnesty to achieve the human rights change we all seek.

The Board has prioritized achieving good and transparent governance particularly in the context of the payments to the former Secretary-General of the IS. For example in 2011, governance was identified as a Board priority and we reviewed how we operates, the role of our sub-committees and the priorities for our work. The Finance Sub Committee (FSC) has improved oversight of the financial information which is obtained from the International Secretariat. One of the ongoing key priorities of the International Issues Sub Committee (IISC) is to track governance progress at the IS. They have a particular focus on the implementation of the '*Dame Anne Owers report*' recommendations on governance made as a result of her investigation into the payments to the former Secretary General.

There has been a welcome engagement in governance from members inside and outside of the formal governance structures. Resolutions have been brought to the AGM which have improved the way in which the Board oversees the implementation of AGM Resolutions and its transparency and accountability. The recent EGM and the high level of engagement on governance issues show that there is a clear appetite for members to ensure our governance is the best it can be, which is welcomed by the Board.

The reason for this resolution is to provide a formal way (in addition to the formal Sub-Committee governance structures) in which Board can engage the membership in working together to improve the way in which AIUK is governed and to bring specific recommendations to the next AGM.

The overall terms of reference for the group are outlined in the resolution.

Resource Implications: There are no resource implications for this resolution.

E6 Consultation on Material Reorganisation

Proposer: Liesbeth ten Ham

Seconder: Sarah Oliver

This AGM, noting that:

AIUK has a clearly defined role approved at the 2011 AGM Special Resolution 6, which was passed at the EGM directs that no material reorganisation of the Company [AIUK] be implemented, and that no changes be made to the Vision, Mission, and Values of the Company or the role of the Company without the consent of the membership in general meeting [AGM or EGM]

Instructs the Board

To ensure that any material reorganisation of the Company, or any changes to the Vision, Mission, Values or role of the Company which is proposed by the Board at any AGM or EGM of the Company shall be subject first to proper consultation before being proposed;

To ensure that any such consultation should be carried out in a way that gathers a wide range of membership views, and is carried out in the context of a well-informed membership enabled to make meaningful contributions to the process, and able to understand the implications of any such proposal.

To ensure that, in conducting such consultation, the experience, expertise and insight of staff at all levels at AIUK are listened to and respected in order that they can bring their perspectives as to how best to manage change while continuing to achieve real human rights impacts.

Proposers Background note

Proper consultation is a vital process in ensuring that, when faced with significant change within the organisation, membership, staff, board and senior management are able to carry out sometimes difficult change processes with a mutual understanding of the rationale for the change. Early exploration of alternative ways and means of achieving the best possible outcomes, tapping into the talent of all parties, is likely to help smooth the change process.

For membership, far reaching changes need time for debate and reflection at local group level, and other fora such as regional conferences. An example of a consultation on a highly contentious and complex issue was the one on sexual and reproductive rights held some years ago which was conducted over a number of months at every level of the organisation.

Whilst reorganisation is an internal matter, the overriding objective of AIUK should always be to make positive human rights impacts. Staff at every level have knowledge and expertise of the processes by which this can best be achieved and they should be consulted at an early stage of any proposed change. Even if change requires tough choices such as redundancy, if there is a clear rationale underpinning proposals that has been the subject of open discussions and explorations of options, these are more likely to be accepted as a result.

Whilst it might not be appropriate in all cases, rights holders outside Amnesty with whom we work in order to achieve human rights change may also have significant insights to contribute.

BOARD BACKGROUND NOTE:

The Board agrees that any material reorganisation of AIUK should be informed by a thorough consultation with key stakeholders. The Board also notes and recognizes the distinction made between far-reaching changes to AIUK policy (for example, sexual and reproductive health rights) and changes to staff structure.

Since there is a material reorganisation for the consideration of the 2013 AGM (see Board Resolutions 'Stability and Structure A' and 'Stability and Structure B') the Board would like to set out the consultation process that has taken place over the last nine months.

June 2012	AIUK Senior Management Team begin work on developing a new staffing structure
July 2012	Interviews held with all Leadership Team members (19 people) in order to inform the development of a new staffing structure
July 2012- September 2012	<p>All activists invited to consultation meetings.</p> <p>Consultation meetings with members. Meetings held in Birmingham, Edinburgh, Leeds and London (twice) in total attended by around 80 members.</p> <p>The Active Members Sub Committee met on 23rd June and 22nd September.</p>
October 2012	AIUK Senior Management Team agree a draft proposal for new structure based on input to date
October 2012	Leadership Team members consulted on proposal and

	amendments made
October 19 th 2012	Trade Union meet with members of AIUK Board, without Senior Management Team present
October 20 th 2012	AIUK Board meets and agrees Structure Proposal for consultation
October 22 nd , 2012	Trade Union briefed and formal consultation opened. This was extended by to Nov 28 th , 2012.
October 23 rd , 2012	Leadership Team members briefed on proposed structure
October 24 th , 2012	<p>AIUK staff briefed and 70 at-risk notices issued. Individual consultation began with those staff whose posts may be affected by the proposal.</p> <p>Feedback sought from all staff.</p> <p>At this stage it was anticipated that 23 posts would be lost as part of the restructuring and a further 6 vacant posts would be disestablished.</p> <p>Call for voluntary redundancy from people whose posts at risk.</p> <p>Activist structures briefed on proposed structure and feedback sought on proposals.</p>
October 2012- November 2012	<p>38 day consultation held on proposed structure with staff, union, members and key stakeholders</p> <p>Active Members Sub-Committee and the International Issues Sub-Committee joint meeting on 10th November</p>

	2012
November 28 th , 2012	Formal consultation period ends. SMT begin to consider feedback totaling 300,000 words to produce final structure and implementation plan
By December 6 th , 2012	SMT make changes to the original proposal based on feedback, including adding back in 6 posts.
December 7 th -8 th , 2012	Board meeting contributed to and agreed the new structure
December 17 th , 2012	Leadership Team managers and Trade Union briefed on new structure, including confirmation that a further £50,000 of savings found from non-staff costs from specific reviews carried out as part of the Cost and Priorities Programme.
December 19 th , 2012	Staff and Volunteers meeting to discuss post-consultation structure. Draft job descriptions shared with staff for new roles. Implementation put on hold subject to EGM.

As noted, the consultation generated over 300, 000 words of feedback. This proper consultation enabled the Board to utilise the expertise of staff at all levels of the organisation, members and key activists to improve the original structure proposal that was submitted for consultation in October 2012.

The Board resolution on 12 month Governance Taskforce **[INSERT REF]** proposes that this taskforce take forward a consultation, fully involving members, on the developing role of AIUK.

Resource Implications: There are minimal resource implications for this resolution.

E7 Restructure Implications on Crisis Response at AIUK

Proposer: Jeni Dixon

Seconder: Paul Dawson

This AGM:

- ⤴ Recognises and welcome's AIUK's strong and effective Crisis Response Campaigning in recent years, particularly regarding the unprecedented situation across the Middle East and North Africa
- ⤴ Recognises that by its very nature Crisis response campaigning cannot be planned in detail but is a vital part of AIUK's work in protecting human rights as well as significantly contributing to AIUKs growth, reputation, influence and brand.
- ⤴ Is deeply concerned that AIUK is seeking to dilute and scale back crisis response work and the staff grade associated with it in the proposed new structure
- ⤴ Calls on the board to ensure that in the restructure of the UK section that crisis response work is accorded the same priority in terms of staff resources

Proposers Background note:

The current restructure of the UK section includes the proposal to reduce the role of crisis response, notably by changing the staffing role related to this.

Crisis response actions are issued on occasions when massive human rights violations are taking place, or when an event in the UK necessitates an immediate mass response from Amnesty supporters in the UK. AIUK has a history of active work on crisis response. Since 1998 there has been a human rights crisis to which AIUK has responded to at least once a year. Recent responses include Kosovo (1998), East Timor (1999), Sierra Leone (2000), The aftermath of September 11th (2001/2), Zimbabwe (2002), Israel and the Occupied Territories (2002), Iraq (2003-2006), Lebanon (2006), Darfur (2007), Burma uprising (2007), Gaza conflict (2008-2009), Egypt uprising (2011), Syria uprising/conflict (2011 onwards).

During crises, Amnesty re prioritises its resources in order to focus on the human rights issues involved - Crisis response becomes the de facto section priority for its duration. The main objectives of crisis response work is to help prevent, stop or diminish human rights violations in the target country. AIUK provides an authoritative

analysis of the human rights aspects of the problem and suggest solutions. The work also contributes to increasing our brand awareness and growth objectives.

AIUK has taken a leadership role on crisis work across the NGO sector (sometimes internationally such as in the work on the Gaza blockade) especially relating to activism, advocacy, media and research. AIUK has led large scale demonstrations which have attracted thousands of people (Burma 2007, Egypt 2011, MENA 2012), secured high level and often global media presence and ensured we are having a strong influence on UK government policy and practice. This includes recently when AIUK successfully lobbied the UK government to support an ICC referral for Syria and for the UK government to be more active in promoting International Humanitarian law awareness with the armed opposition. AIUK has also raised significant funds on the back of crisis response work and continues to do on the strength and integrity of our Syria work.

Under the current proposal the nature of AIUK's crisis response capacity will change. Current staffing enables the section to provide sustained engagement in a crisis situation and has shown a demonstrable impact in engaging networks, including diaspora communities, as part of a UK coalition for change. However in the future the approach to crisis work will be to address short-term spikes in activity and reach an assessment on whether to re-orientate our major campaigns, or draw on contingency funds to backfill staffing requirements.

This work, especially the recent MENA work is something which takes careful analysis, building trust and effective private lobbying initiatives. In the new model for crisis work where the post is downgraded from a d grade to a c grade, staff would not be able to do such detailed lobbying.

The depth and resources AIUK currently gives to crisis work is appreciated by government officials, individuals and communities at risk and individual supporters and donors.

BOARD BACKGROUND NOTE:

In the proposed new structure contained in the Board resolutions 'Stability and Structure A' and 'Stability and Structure B' and annex on page x, the Board has ensured that AIUK retains the ability to work on human rights crises, designated as such by the International Secretariat (IS).

A new role in the proposed Supporter Campaigning Department, called the "Crisis and Reactive Campaigns Coordinator", will be responsible for the development and

execution of tactical and short-term campaign plans and actions, in response to external events and opportunities. The post holder would work with other teams at AIUK and at the IS to identify tactical objectives and develop appropriate messages for our political audiences, the public and our supporters. She or he would provide the initial point of development for AIUK's work in response to human rights crises.

The post holder would also work closely with our proposed community organising team to mobilise our supporters and reach out to diaspora communities where this was thought to be appropriate.

The Board acknowledges that the nature of our crisis capacity will change in the proposed new structure. Current staffing enables the section to provide sustained engagement in a crisis situation and has shown a demonstrable impact in engaging networks, including diaspora communities, as part of a UK coalition for change.

In future, our approach to crisis work would be to address short-term spikes in activity and reach an assessment on whether to re-orientate our major campaigns, or draw on contingency funds to backfill staffing requirements.

In a situation, such as the Middle East and North Africa crisis, the challenge for us will be to show flexibility in changing priorities. The determination of what we react to will always be informed by consideration of impact potential. AIUK operates under the assumption that we will always contribute to a designated crisis response.

In the current structure, the Crisis and Country Campaign Manager is a grade D. In the new structure, the Crisis and Reactive Campaigns Coordinator is provisionally a grade C (one grade lower – see Board Resolutions 'Stability and Structure A', 'Stability and Structure B' and annex on page x).

The job description for the post of Crisis and Reactive Campaigns Coordinator as set out in the new structure was drafted in line with the level of responsibilities, tasks and knowledge, skills and experience we required for the post. This post was then evaluated through AIUK's formal job evaluation scheme as agreed by the Union on 15th January. The scheme uses a points method which rates areas such as communication, problem solving, leadership, decision making and is evaluated by a trained panel of 3 staff members chaired by a member of the Human Resources (HR) team, with a Union representative and another trained member of staff from a different team than the post being evaluated.

There are two ways that the job evaluation result could be changed:

- A new job description could be drafted increasing the levels of responsibility that AIUK required for the post, which would then be submitted to a new job evaluation panel; or
- An appeal could be lodged against the decision of the original job evaluation panel which would need to demonstrate, with evidence, that the panel did not give sufficient weight to specific factors in their evaluation of the post.

In this instance an appeal form must be completed with this information and an appeal hearing would be convened. As per our policy this would normally be within 3 weeks of the original job evaluation but as we are yet to publish the job scoring for posts we could waive this requirement under extenuating circumstances.

Resource Implications: minimal to take forward Job Evaluation process. Increased salary costs would be approximately £10,000 per year.

E8 Increase in AIUK Membership Fees

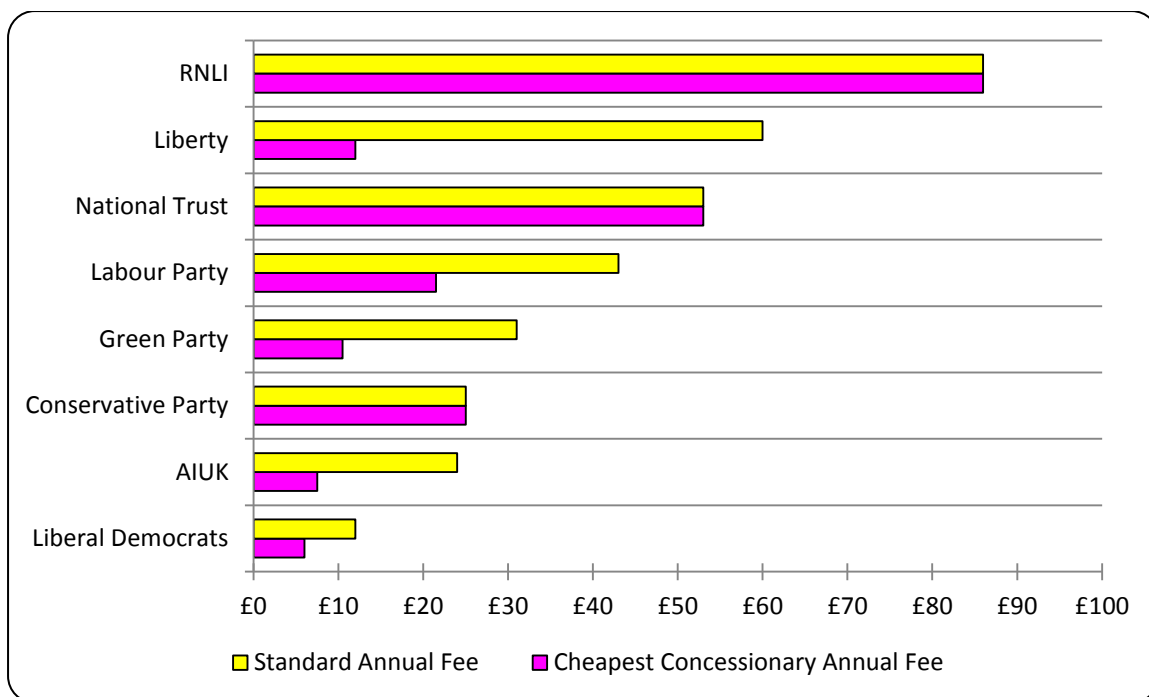
Proposer: AIUK Board

The AGM **decides** to increase the standard individual membership fee from £2 per month (£24 per year) to £3 per month (£36 per year) in order to help achieve the 2% annual increase in income that is budgeted to 2017. The AGM **decides** to maintain the concessionary rate at £7.50.

Board Background note:

The Board is able to increase the membership fees but feel it is important to seek the agreement of the membership on the occasion of it being the first proposed increase for over 10 years. Currently, the minimum fee for membership of AIUK is £24 per year (£7.50 for concessions). Given the economic backdrop, it would be inappropriate to increase the concessionary rate, but given the need for AIUK to increase its income it is an appropriate time to review the standard rate.

We have benchmarked AIUK's fees against other membership organisations and the results are shown below.



When comparing the standard membership fee to other organisations that our membership fee is considerably lower. In fact, Amnesty International UK had the second lowest standard membership fee.

Regular membership or trust donations from AIUK members and supporters are, between them, by far AIUK's largest financial contributors. AIUK's member and supporter retention rate is 86% which is very good in comparison to the charity sector overall, but this also means we are losing 14% of AIUK members and supporters each year. In recent years it has proved very difficult to recruit new supporters at the rates required to make-up for this. Because of this, income from existing regular supporters is actually forecast to fall by 1% in 2013.

The overall income budget for 2013 is £24m - a fall of 1% over the 2012 figures. Our financial projections to 2017 require a 2% income growth target. Increasing the standard membership fee in this way would support growth towards this target but it would not be prudent to consider this income additional to a 2% income growth budget. Instead it is a means to help making up some of the shortfall we are currently forecasting.

If we were to increase our standard fee from £24p.a (£2 per month) to £36 (£3 per month) it would make no difference to the majority of AIUK regular supporters who pay above the minimum membership fee 95k members contribute over the standard

membership fee, with an average gift between them of £92pa (most pay around £60pa).

However there are 27k members who contribute at the £24 rate, with 3k paying by cash and the remaining 24k paying by Direct Debit. Therefore, increasing their annual contribution to £36 would create a significant financial benefit.

If **all** those currently paying £24 per year were to upgrade to the new higher rate we would generate an additional £12 per member, giving an increased income of £320k per year. However, it is highly unlikely that all those asked would be happy to pay the increased amount so we should allow for the fact that we might lose some members should we agree to take this forward.

We also have an existing programme where we ask supporters each year if they can contribute more. As such, some of the money we raise from this rise in fees may have been raised anyway and budgeted for within our existing fundraising programme. We estimate the value of that to be around £80K.

We estimate therefore that the additional income AIUK would earn from the proposed increase in fees would be between around £50K to £200K per year, mainly dependent upon the way in which we ask the membership for the increase and its timing. It is important to reiterate though that this income will be very helpful in enabling AIUK to meet its 2% growth target rather than providing a new source of income in addition to that.

Resource Implications: There are minimal resource implications to taking this resolution forward.

E9 Restricted Giving Resolution to the ICM

Proposer: AIUK Board

The AGM mandates the AIUK ICM delegation to take the following resolution to the 2013 ICM:

The ICM decides to add the following clause to decision 18, point 4, of the 2011 ICM (One Financial Amnesty):

Funds raised by a section which are restricted to the international budget can be treated as being part of that section's assessment contribution provided:

- a. They are raised to fund work that is planned within the ISP
- b. The SG approves the funding proposal as implementable and without a prior restricted funding commitment.

The ICM instructs the IEC to develop suitable procedures between the Secretariat and NRO's to support and facilitate the implementation of the resolution.

Board Background note:

Restricted giving occurs when a supporter asks that their donation to Amnesty be designated to a particular area of work. Trusts, foundation and individual major donors nearly always choose to give in this way. It is therefore a form of giving that is increasingly important to AIUK. We currently face a significant issue however.

The issue is that when supporters designate their gifts to international work, the current assessment rules mean that this money goes straight to the international budget. There is no credit to AIUK nor can it be used as part of AIUK's assessment.

The AIUK board is seeking the approval of the AIUK AGM to propose this resolution to the 2013 International Council Meeting (ICM) for decision in order to help AIUK meet its 2% income growth targets. Its aim is to make it easier for AIUK and other sections raise funds to pay the assessment.

The following background note is that which will be presented to the 2013 ICM:

(To clarify from the outset, it is understood that this type of restricted income forms part of a section's assessable income for the purposes of calculating its assessment payments.)

'Developing relationships with Trusts, Foundations and Major Donors is an increasingly important way of sourcing income to fund Amnesty's global portfolio of human rights projects. The international fundraising strategy sets a target for growth

in this form of fundraising of 80% in 2015. It also sets a benchmark for each section to achieve 10% of its income from these sources.

AIUK (and others we believe) rely on this income in order to enable us to raise enough money to:

- Increase our contribution to the international movement's budget (as agreed at the 2011 ICM)
- Maintain resources within our sections to be effective campaigning organisations
- Make investments in national fundraising programmes to contribute to global growth.

We consider that the current agreed assessment mechanism should facilitate the raising of restricted funds that can be matched to work that is already planned within Amnesty International's International Strategic Plan (ISP). This thereby reduces the risk of this major source of income going largely unexplored in support of AI's work.

The reality is that in most cases income raised from major donors, trusts and foundations is required by the donor to be restricted to specific projects or thematic areas (an agreed element may be applied to overheads where full cost recovery principles are acceptable to the donor. Section budgets for direct human rights work are limited, and so the most effective way to raise money from Major Donors, Trust and Foundations is to raise money directly for the international budget.

It is also increasingly the case that the narrative through which sections engage donors is international in nature. India, Brazil, and Middle East and North Africa are all examples of projects which currently interest our supporters and motivate them to give. This is what AIUK talks to its major donors about. They, therefore, do not see the difference between the work of a Section or AI as a whole. They want to support our efforts to end human rights abuses and this usually is something donors envisage happening overseas.

Currently, despite the income being raised by a section in its territory, this income is not allowed to be treated as being part of the assessment, despite the fact that the assessment is a direct contribution to the international budget. This is an anomaly within the funding model of Amnesty.

Other international Non-Governmental Organisations such as Greenpeace and ActionAid make provision within their funding models to allow sections to count restricted income against the assessment, provided it is restricted to planned work. It should be noted that this resolution in no way requires the IS or sections to be donor led, nor does it aim to hamper the unrestricted planning and spending of the IS. The majority of assessment will be paid on an unrestricted basis. Some flexibility is, however, required if we are to meet the challenges of growing our income and providing increased support to the international movement.

This resolution therefore seeks to remove this anomaly. This would assist in growing overall income of the movement by removing a disincentive for sections to invest in and develop fundraising from major donors, trusts and foundations. A further benefit of would be to help enable sections to increase their financial contribution to the international budget whilst maintaining their own campaigning and fundraising effectiveness.'

Resource Implication: There are no resource implications to this resolution, however should the resolution pass at the 2013 ICM, income raised by AIUK through gifts designated to international work could be treated as being part of the assessment.