LUMEN

One Amnesty

An organizational ecosystem for Amnesty's global community of human rights defenders

March 2024

This is a working document from the Lumen program for discussion by the movement during the 2024 regional fora. This document will be discussed by the Lumen Steering Committee on 4 March 2024.

Contact: lumen@amnesty.org

This paper has the following content:

On this Lumen proposal pack

The Lumen program has been developed under the mandate of Amnesty International's International Board (IB), implementing Decision 2021/1 of the Global Assembly. The aim of the Lumen program is to assess the organizational model of Amnesty (in terms of governance and operations) and put forward proposals to reshape the model to be futureproof.

The Lumen program is being executed in three phases: an analysis phase, a scenario thinking phase and a proposal phase. The program is supervised by the Lumen Steering Committee (the International Board and 10 section representatives), supported by the Lumen Task Force with 15 experts from across the organization and coordinated by the Lumen team. More information on the program is available on the Lumen page on Amnesty's Movement Hub. (Please contact lumen@amnesty.org if you have issues with accessing this page.)

After completing the first phase of analysis and the second phase of scenario-thinking, the Lumen program is now in its third phase of putting concrete proposals forward. These proposals are building on collective Lumen reflections within the movement, including discussions and consultations at the Regional Fora 2023, at the Global Assembly 2023, through a movement wide survey in 2023, during regional consultation sessions in December 2023 and movement wide consultation sessions in January 2024.

In January 2024, a first version of this Lumen proposal pack has been distributed to the movement and consulted on in consultation sessions. This document is a second iteration of the proposal pack in view of extensive discussion and debate by the movement during the Regional Fora 2024. Based on the feedback received during the Regional Fora, a final motion will be put forward by the IB for discussion and decision at the Global Assembly 2024.

Compared to the first version of the Lumen proposal pack (January 2024), these are the main changes:

- The feedback of the movement on the first version of this proposal pack during the January consultations, as well as other feedback received through written comments until now, has been incorporated in the hyperlinked annex 1 'Main conclusions of Lumen consultations'[1]
- Clarifications have been added related to the organisational functions of Amnesty, as well as regarding the role of the center/global and the role of the local
- Area 1 of the proposals has been clarified and slightly adjusted
- Area 2 of the proposals contains a new proposal for the governance cycle, adhering to reducing costs, carbon footprint (with data in annex 2) and other resource demands, but accommodating feedback of the movement
- For Area 3 clarifications have been added, as well as annex 3 on the nature of the proposed virtual communities
- Related to Area 4: clarifications have been added, as well as annex 4 on research as a globally integrated function.

The Lumen program benefits immensely from the feedback received. This second iteration of the Lumen proposals takes this feedback into account, more specifically where the feedback

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[1] *Please contact us via lumen@amnesty.org if you cannot access the annex, we will make sure to give you access*

was unanimous and where clarifications were asked. All feedback will be further processed and shared in the weeks and months to come.

We continuously welcome all questions, comments and input on lumen@amnesty.org.

The ongoing journey of organizational development

Amnesty International forms a global community of human rights defenders based on the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, and democracy and mutual respect.

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

Over more than six decades, Amnesty has developed into an organizational ecosystem that is complex and interconnected, and where different components, groups and individuals interact with each other and with their environment at the local and global level. A diverse set of structures and people coexist and contribute to a diverse community forming a dynamic and interconnected system. Within this community, there is a continuous pursuit for a harmonious coexistence of different elements, perspectives or individuals, creating a collective strength and identity.

Lumen is part of a long, iterative and ongoing process of reflection, renewal and adaptation of this ecosystem in view of own ambitions and external developments.

The following developments and decisions are of particular importance as to understand the roots of the current Lumen program and the proposals that are emerging from it:

1. A key milestone has been the decision of the movement at the beginning of the 21st century to move from a limited mandate of human rights issues to work on, towards **full spectrum** and embracing the whole field of human rights as the work domain of Amnesty. This shift demanded **more and new coordination and alignment mechanisms**, such as joint multi-year strategies.
2. In 2001 and 2005 important decisions were taken to introduce and organize **'Work on own country'** (WOOC). While enhancing local relevance and autonomy of sections, this shift had impact on resources spending/needs, the security situation of sections and their activists, and the need for new and balanced approaches to decision making in terms of human rights issues and how to work on them, including research and campaigning.
3. Amongst other things, these two developments led to the introduction of the notion of **'One Amnesty'** in **2009**. There was a landmark decision then by the movement to work with a joint strategy and a joint implementation of that strategy through integrated systems and mutual accountability for all parts of the movement. This went hand in hand with ambitions in terms of governance and democracy, amongst others through an interactive online space. The movement also decided to go in the direction of 'One financial Amnesty' with a global budget (target of 40% of total gross income to be pooled and spent on redistribution, IS functions and funding of centers of excellence in sections). In terms of the operating model, an Operations Review Steering Committee together with external experts designed how Amnesty would be best organised for maximum human rights impact, based on the idea of integration, economies of scale and scope, and putting 'One Amnesty' into practice.
Except for the joint strategy, the other decisions/directions have only very partly been implemented since then.

4. Between **2013** and **2016** an extensive reform was implemented in the '**Global Transition Program (GTP)**', also known as 'Moving closer to the ground', amongst others resulting in a partly decentralization of the International Secretariat through the creation of Regional Offices.

5. Next to setting human rights priorities, the Global Strategic Goals 2016 – 2022 included 'Goal 5' which created a focus on **growth**. Growth had also been a central consideration before, see for example 'Why we grow' ([2011](#)).

6. A governance reform was agreed upon in [2017](#), moving amongst other to a system of '**One section, one vote**' and creating a yearly Global Assembly as well as yearly Regional Fora.

7. Following continuous reflection on how to develop locally relevant work that is aligned with the movement's agreed priorities (see e.g. 'How can an AI entity be locally relevant to achieve human rights impact?' - ORG 30/023/2013) the movement adopted in **2017** a decision on the '[Role of sections](#)', amongst others asking for a review of the percentage of the global international budget allowed to sections and structures support; transferring the skills required in terms of research; and to ensure clarity of roles and responsibilities between sections/structures and Regional Offices, including the level of support provided by Regional Offices.

8. The role, importance and performance of **Amnesty's human rights research** (one of the two pillars of Amnesty's mission) has been an important discussion through all previous developments. After the research function of Amnesty being heavily impacted by the Global Transition Program and by the vision of the then leadership on research ('communications first') and following a movement decision in [2019](#), a Research capacity and production assessment (POL 40/2985/2020) was done in **2020** and followed by a Plan of Action (POL 40/5046/2021) presented to the movement in **2021**. The [Ukraine review](#) of **2023** further pointed to ongoing challenges regarding performance and regarding roles & responsibilities in terms of the research function.

9. In **2021**, the movement approved [Amnesty's Global Strategic Framework](#) for 2022 – 2030, outlining the 2 **priority areas of work to have human rights impact** and agreeing on the following: "The entire Amnesty movement (national entities and the International Secretariat) will commit to work on both priorities. 80% of each entity's resources for human rights work will be invested in the two priorities on work relevant to their context and globally, including by sustaining and developing capabilities in such areas as campaigning, advocacy, communications and human rights education (HRE). In addition, each entity will devote up to 20% of its resources for human rights work to the flexible areas of work and pressing issues most relevant to their context – always in compliance with Amnesty's policies."
The GSF also sets out Amnesty's ambitions to be a **People-Powered Movement,** amongst others pointing to empowerment of members, activists and supporters for grassroots work, an **inclusive and anti-racist culture**, increasing diversity and fostering belonging, connectedness and wellbeing, as well as better uphold our **accountability to our core values**. Next to the values of Amnesty as enshrined in our Statute (see above), the GSF states that: "As One Amnesty, in realization of our core values over the period 2022-2030, we will work for Equality & Inclusion, Boldness & Innovation, Transparency & Accountability." This includes investing in **feminist leadership** and building trust and power sharing between and across generations.

10. In pursuit of more **accountability** across the movement, the Core Standards were introduced in [2013](#) and are Amnesty's internal standards to ensure good governance

and accountability across all entities and the International Secretariat. In [2022](#), they have been updated and integrated within [Amnesty's accountability framework](#). A pilot of self-assessment of the new Core Standards is ongoing in 2023/24.

11. In **2023**, the GA Working Group on Equitable Distribution of Financial Resources (implementing a Movement decision of [2021](#)) presented its [report and recommendations](#) to the International Board and the Global Assembly. The Working Group is continuing its work towards a proposal for decision in 2024 with a clear mandate to move towards a **more equitable distribution of financial resources across the movement**.

12. Following up on a decision of [2019](#) to develop a comprehensive **global warming mitigation plan** with the goal to make Amnesty International carbon neutral by the year 2035, new Sustainability Strategy and related Policies are being developed under auspices of the International Board. Decision making in 2024 will likely point to stronger commitments to reduce Amnesty's climate impact, with a proposed new strategic goal of **achieving Absolute Zero carbon by 2050**.

13. In **2022**, decisions were adopted by the GA that "[IB members are remunerated](#)" and that "[motions are proposed every other year at the GA or […] the IB is not tasked to every motion.](#)" In the decisions it was noted that "The IB has over the years struggled with equitability, wellbeing, untenable workload, perpetual crisis, and performance issues resulting in 20 out of 40 motions from 2017 remaining uncompleted, with further burnout, resignations, and under performance."

14. In **2021**, the movement [decided](#) to start a process to **evaluate and simplify Amnesty's global governance model** and to develop a proposal/s on a reform of Amnesty's global governance model, based on a comprehensive evaluation. The guiding principle for that should be to make our governance **less resource intensive in terms of ecological, human and financial resources, while safeguarding the democratic nature** of the Movement.

The Lumen program is implementing that decision in a broad and ambitious way, looking to our organisational model through the lens of *governance* and *operations*, and integrating other preceding and ongoing processes as sketched above.

What are the challenges we want to address?

Amnesty International is changing lives every day. Within our organizational ecosystem, all of Amnesty's structures and people contribute to its impact and strive for Amnesty to be the leading human rights movement in the 21st century. We have the people, the history, the potential and the resources to do so. Our purpose is clear, but the rapidly changing world and internal challenges evoke an important question: is our organisational model as it stands now effective, fit for that purpose and futureproof?

In its Decision 2021/1, the Global Assembly asked that the governance model of Amnesty should be evaluated and *simplified*, and that it should be made *less resource intensive in terms of ecological, human and financial resources, while safeguarding the democratic nature of the movement*. Following up on this decision and based on an overall assessment, the Lumen program concludes that adapting the organisational model of Amnesty should *also* be considered in light of the following key challenges:

1. Amnesty's key identity as institution and/or movement should be clarified as orientation for our organisational model.

2. Within a fragmenting human rights space, Amnesty's global model is challenged by regionalising & localising tendencies. We should clarify where our efforts for impact are focused and how research & action is organised in a locally relevant and globally coherent way.

3. Amnesty's organisational model should be more resilient in insecure and hostile local contexts where our work is particularly crucial.

4. We need to structurally tackle existing inequity in (financial) resources, capabilities and access considering needs and human rights impact in different contexts.

5. We need to embrace the full potential of technology and the digital space, while mitigating the digital divide.

6. We need to find connection with, and include relevant new and fluid forms of activism and (youth) activists, as well as partners.

7. A volunteer governance structure for an organisation that became very big in size and resources, and has become highly professionalised, challenges us to redefine our democratic nature.

8. We need to ensure accountability amongst all structures, guarded by an accountability framework that follows up on decision making processes and the implementation of decisions.

9. We should increase efficiency & effectiveness by clarifying roles & responsibilities and simplifying our organisational model on all levels.

The aim of Lumen is to further develop and reshape our organisational ecosystem to thrive on strengths & opportunities and to address weaknesses & threats. Instead of addressing these separately, adapting our organisational model should bring structural change holistically and coherently. Essentially, we are challenged to redefine our global solidarity for human rights impact in an efficient, robust and de-colonised way.

One Amnesty: a shared understanding of our organizational ecosystem (VISION)

The organisational model of Amnesty International is aimed at delivering global and local human rights impact through research and action. It is also aimed at enabling a sustainable global community of human rights defenders based on the principles of international solidarity, effective action for the individual victim, global coverage, the universality and indivisibility of human rights, impartiality and independence, as well as democracy and mutual respect.

In view of external trends and internal challenges, and building on its existent strengths, Amnesty's organisational model should be developed towards a model that enables trust, with clear and streamlined roles, responsibilities and mandates in governance and operations; is agile and effective in an ever changing context; is equitable in resources and capabilities; is transparent and accessible; has solid accountability systems; and is making maximum use of digital technology.

Amnesty wants to be a lot of things at the same time, which leads to sometimes seemingly contradictions, dichotomies and dilemmas. Examples of these tensions are well known and long standing: being a research organization ánd an activist movement, being democratic ánd agile, being globally aligned ánd locally autonomous, adhering to clear common policies ánd wanting flexibility and contextualization, being mobilizing ánd organizing, wanting quality ánd quantity, no bureaucracy ánd adherence to detailed procedures, meeting each other ánd reduce our climate footprint, being active digitally ánd in person, focus the work for impact ánd work on all human rights issues… Some of these dichotomies require a balanced compromise, others can be transcended in innovative solutions. It makes Amnesty's organizational model by definition a hybrid ecosystem with characteristics of an institution and a movement, although hybrid should not mean unclear or overly complex.

As a vision for its organizational development it's time for Amnesty to clarify, re-embrace, re-confirm and re-calibrate the concept of 'One Amnesty' as guiding principle for organising global solidarity for human rights impact in an efficient, robust and de-colonised way.

One Amnesty can best be described as an organizational ecosystem where we harmonize unity & diversity and autonomy & alignment. Amnesty is one house with many rooms. Since its founding in 1961 the idea has always been to bring as many people with as many different backgrounds together on the common ground of Amnesty's mission and vision and realise the aspiration to be a truly global people-based voice for human rights.

One Amnesty stands for:

- Sharing a common purpose and adhering to common values and principles as defined in our Mission and Vision and in our Global Strategic Framework
- Cohesion and collaboration in a global movement, a global community of human rights defenders
- Connecting and coordinating the movement's strategies, priorities, competencies and resources for greater impact, maximizing autonomy and alignment
- Applying the principle of subsidiarity. This means that decisions should be made and activities developed at the most decentralized level that is both competent and effective. We define the role of the center to what it can do better, as well as required activities only the center can do better. This leads to clarity on the role of the center and roles and responsibilities of the organizational entities (sections)

- Defining clear mandates for decision-making and respect them based on trust and accountability
- Maximize economies of scale and scope
- Commitment to contribute proportionately to create a level playing field in terms of resources, power, capabilities and access, tailored to needs and impact
- Amplifying and channeling voices of individuals and communities from the local to the global level
- Transcend (perceived) antagonism between different parts of the movement. One Amnesty is the collective of local and international structures working together to deliver the mission of Amnesty.

One Amnesty means that we are accountable to each other, that we can depend on each other and that we can trust each other.

Design principles

To achieve this vision of One Amnesty in a changing world and in view of the ask of the Global Assembly to simplify our model and make it less resource intensive, as well as in view of tackling the challenges identified in the Lumen program, a set of changes is proposed, with the following design principles:

1. improving human rights impact
2. ensuring a more equitable distribution of resources, access and capabilities
3. enabling us to operate and have impact in hostile and crisis contexts
4. being open to new forms of activism, including with youth, affected communities and partners
5. strengthening our governance
6. ensuring accountability amongst all structures
7. leading to more effectiveness through clear roles & responsibilities
8. being simplified and less resource intensive, including reducing climate impact
9. safeguarding sufficiently the democratic nature of the organisation
10. enhancing the global coherence as One Amnesty

The role of the center and the local, and implications for organizational model

An organizational model consists of different constituting elements that need to be further developed for Amnesty in light of the vision of One Amnesty. The outline below is elaborating on these elements, using the enhanced vision of One Amnesty.
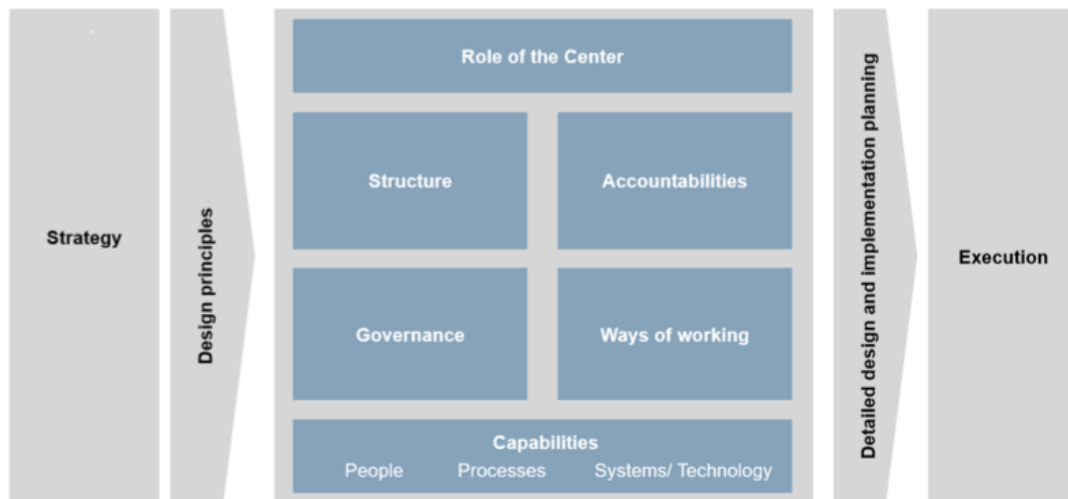
Amnesty's strength and bedrock lie with the local presences in entities that bring human rights activists together and unleash people power for human rights change through research and action across the globe. These local bases of human rights impact are not standing on their own but are interconnected in an ecosystem we call One Amnesty, where the whole is bigger that the sum of the parts through one voice, global alignment and joining forces. To enable and facilitate this, it is important to decide and clarify what is autonomously done by the local and what should be the role of the center/global. Subsidiarity means that functions and activities are performed by the local, unless it is better or necessary to organize it through the center/global.

It is important to note that the collaboration between global and local, as described below, is to a large degree matching the current organisational model. This chapter serves as a clarifying framework on the roles and responsibilities, under the vision of One Amnesty. Any clarifications and changes are reflected in the proposal part of this document that follows.

When Amnesty's core and secondary functions are integrated well from global to local ánd horizontally between functions, Amnesty achieves the maximum of its impact and delivers on its mission as envisaged in the Statutes of the organization.

A. The role of the center and role of the local at Amnesty

The 'role of the center' reflects the functions that should be globally integrated in our organisational model. Note that the 'center' does not necessarily have to be the International Secretariat in London, it can also be organised trough regional structures, centers of excellence, etc. 'Center' in terms of decision making includes the Global Assembly, the

International Board, etc. 'Center' means that a function is global and globally coordinated and integrated.

The role of the center includes 1) overseeing the organisation, 2) setting strategy and allocating resources and 3) enabling functional scale and expertise.

The role of the local in Amnesty's organisational structure, concerns the national entities (sections and structures) in the first place. Operationally, this concerns the national secretariats; in terms of governance, this concerns the national board and the section members.

CORE FUNCTIONS

Activism & movement building

The role of the center is to:
- design and decide jointly on the mission statement and values and guard these
- monitor governance standards through core standards and organize accountability
- articulate and decide on a long-term overall strategy, and monitor and evaluate the implementation
- establish an efficient overall operating model and enable quality assurance and metrics
- develop a comprehensive global multiyear plan, outlining the trajectory for sustained growth and impact
- curate and protect the brand identity
- develop global communication strategies and align messaging across the organisation
- coordinate and execute international advocacy and work with local entities on local advocacy
- develop and decide on activism strategies, priorities and global campaigns and facilitate the implementation at the local level
- coordinate skill sharing and capacity building
- organize activism where there are no local structures
- develop a common framework for partnerships
- develop and offer risk management strategies and appropriate security policies and support

The role of the local is:
- build a community of human rights defenders locally, and mobilise and organize activists based on people-power
- organise and facilitate the participation of the local Amnesty community to participate in decision making at the local and the global level
- coordinate local actions on global and local priorities with national members and build a strong movement of human rights activists, that are locally active and globally connected
- develop and implement local strategies aligned with the long-term global strategy; monitor and evaluate its implementation
- develop, decide on and execute locally relevant activism, priorities and local campaigns, including communication, mobilisation and advocacy

- Implement and execute global campaigns at the local level, adapting strategies to suit local contexts and priorities and actively participate in and contribute to the global campaigns
- develop and execute human rights education programs
- connect and coordinate volunteers to support activist activities
- organize skill sharing and capacity building for local members and human rights activist
- collaborate on and cocreate projects with local partner organizations and rights holders
- coordinate and execute local advocacy and facilitate international advocacy
- customize the global mission statement and values to align with local priorities, context and specific challenges
- organise local governance structures and processes, adhering to global governance standards
- implement an efficient local operating model aligned with the global operating model and adapted to the local context
- ensure that local activities align with the global brand identity, while allowing for cultural sensitivity
- identify local risks and implement adapted risk management strategies for them.

Human rights research & policies

The role of the center is to:
- articulate and decide a clear research strategy, outlining the approach to timely, impactful and high-quality research initiatives
- develop, co-create with local entities and rights holders, and decide on a comprehensive research plan, prioritizing areas of focus (geographically and thematically) to ensure strategic and effective research
- establish and decide a research budget and allocate resources
- strategise and ensure the sourcing of research capabilities
- develop and maintain high common research standards, including quality control and training
- decide on global research partnerships and collaborate with local entities and rights holders on local research partners
- define and execute research projects
- initiating effective communication and campaigning of research results
- develop, decide on and guard human rights policy positions

The role of the local is to:
- identify local priorities and opportunities for impact, feed these into the globally integrated research function and cocreate the global research plan
- facilitate local research partnerships within the globally integrated research function
- host and facilitate globally integrated research roles and safeguard contextualisation an local relevance
- communicate about research results using local platforms within a locally relevant communication strategy
- adhere to the globally agreed policy positions and promote these within the local constituency

- organise and facilitate consultations on human rights policies within their constituency and contribute to decision making at the global level.

Fundraising

The role of the center is to:
- establish a funding model, determining the balance between global and local sources to diversify funding channels
- decide on fundraising guidelines, principles and overall strategy (including growth)
- monitor and organise accountability for fundraising activities across the organisation
- coordinate skill sharing and capacity building
- perform global fundraising initiatives.

The role of the local is to:
- develop local fundraising strategies and operational plans in view of maintaining and growing the income of the movement at local and global level
- implement and execute fundraising initiatives within the local context
- identify potential local funding opportunities, and build relationships with local donors and partners
- stay informed about innovative trends and best practices in fundraising
- develop fundraising skills and capacity of staff and volunteers at the local level
- comply with the global fundraising guidelines, principles and strategy, while adapting them to fit local realities, specific context and donor base
- contribute to global fundraising initiatives whenever necessary.

SUPPORT FUNCTIONS

Finance

The role of the center is to:
- plan how the global budget (IS budget and redistribution budget) should be allocated to meet the organisation's vision and mission
- assure mutual accountability for strategic and impactful resource spending in all parts of the organisation
- establish and monitor internal controls to safeguard assets and ensure financial integrity
- ensure that global financial reports follow the rules and are done on time
- mitigate global financial risks
- implement and manage financial systems that facilitate real-time data sharing and collaboration across different parts of the organisation
- develop key performance indicators (KPIs) for financial performance evaluation across the organisation

- facilitate effective communication and collaboration among finance teams across the whole organisation by coordinating a community of excellence across global and local finance teams.

The role of the local is to:
- ensure that the budget at the local level is allocated efficiently and effectively in line with the organisation's mission and strategic objectives
- prepare financial plans and predictions that fit the local needs and context
- managing day-to-day expenses while complying with budgetary constraints and financial policies
- identify and manage local financial risks, in collaboration with the global level to ensure comprehensive risk mitigation strategies
- ensure compliance with local financial regulations and assist with financial audits by providing necessary documentation and making necessary corrections as needed
- prepare accurate and timely financial reports specific to the local operations, to ensure transparency, accountability and integrity in financial management
- provide feedback, data, and insights to the global finance team to facilitate decision-making, performance evaluation, and continuous improvement across the organization
- actively contribute to the centres of excellence, to share best practices, resources, and lessons learned, to foster a culture of collaboration and knowledge exchange among finance teams.

IT

The role of the center is to:

- develop and implement a global IT strategy aligned with the organisation's overall strategy
- standardize IT processes and systems across the organisation for consistency, efficiency and security
- ensure an effective and performant global IT setup – from servers to networks
- implement and enforce digital security, including global data security policies to protect sensitive information
- manage relationships with global IT vendors to ensure effective service delivery
- establish and enforce IT governance policies to maintain control and accountability
- provide global user support services to address IT-related issues
- stay updated in terms of emerging technologies and assess their potential impact on the organisation
- ensure and facilitate equal and effective access to internet and IT-services across the organisation
- facilitate effective communication and collaboration among IT teams across the whole organisation by coordinating a community of excellence across global and local IT teams.

The role of the local is to:
- adapt and localise the global IT strategy to meet the specific needs, capabilities, and resources of the section
- set up and oversee locally the common and globally integrated IT platforms & systems, including common internal communication channels, and where necessary add systems and tools that meet local specific needs, taking into account local aspects such as language requirements and technological infrastructure
- coordinate with the IT function at the global level to implement changes and updates to local IT systems and processes, as appropriate
- ensure compliance with local regulations and data protection laws concerning IT operations, data storage, and information security, while adhering to the global IT policies
- provide immediate IT assistance to solve daily technical issues faced by local staff, everyday computer problems for local staff, including fixing hardware and software issues, providing training technology, and offer assistance with IT tools and systems
- educate local staff about IT security best practices, raise awareness about potential cyber threats, and enforce adherence to global data security policies at the local level to protect sensitive information.
- actively contribute to the centres of excellence, to share best practices, resources, and lessons learned, to foster a culture of collaboration and knowledge exchange among IT teams.

Human resources

The role of the center is to:
- develop global equal HR policies adaptable to local contexts
- set global standards for HR processes and policies ensuring quality and equality
- facilitate skill sharing and training for staff around the world
- facilitate a community of excellence across global and local HR teams
- ensure that the organisation develops a consistent high-standard working culture across all structures
- ensure that well-being policies and standards across the organisation are in place and respected
- ensure leadership development in line with the principles of feminist leadership

The role of the local is to:

- develop and implement human resources policies for local staff and support any embedded international staff from a local human resources perspective
- tailor global HR policies to align with local laws, regulations and cultural norms
- adhere to global standards for HR processes and policies and implement them in an effective and equitable way
- actively contribute to the centres of excellence, to share best practices, resources, and lessons learned, to foster a culture of collaboration and knowledge exchange among Human Resources teams
- promote the high-standards working culture in the local entity, including solid well-being policies
- implement leadership development programs that align with the principles of feminist leadership and encourage diversity and inclusion initiatives within the local context.

B. Structure & Accountabilities

The organisational structure of One Amnesty is twofold and includes:

I. An International Secretariat
    a. Global: the IS focuses on coordination of the core functions and delivers key services related to the role of the center and serves as guardian of strategy, core standards and values as well as the global budget.

    b. Regional: Regional Offices are strengthened (in an equitable way) as part of the IS to be able to fully fulfil the following roles: country research and crisis research in region, advocacy with regional institutions, capacity building for sections (including for national governance), crisis research teams, security teams, and working with, mobilizing, organising and involving international members in the region.

II. Sections
    a. National sections have the freedom to choose their approach within the common framework and are all organised and appropriately funded for all Amnesty's core activities (except research): campaigning, support and execute mobilizing and organizing activism, communication, fundraising (strategy, planning, budgeting, campaigns, managing channels, marketing,...), national advocacy, human rights education, movement building and national movement governance support.

    Participatory approaches are emphasised, involving rights holders and civil society partners.

    Sections facilitate country research within the globally integrated function that is coordinated by the IS (and sections act as interlocutor for local relevance and acceptance).

Sections commit to spend efforts to global and regional themes (outside of their constituency) as well as in their own country.
They develop and implement a localized strategy within the GSF (80/20).

Related to secondary organizational functions, sections are working with other sections' and global teams towards more integration, skill sharing and economies of scale through global communities of excellence.

To achieve the above with more clarity and effectiveness, specific changes are proposed (see below).

C. Governance

The overall governance model of Amnesty International stays as it is. In legal terms this means a complex legal structure (in UK as AI Limited and AI Charity Limited and nationally in different legal structures dependent on the context), functioning as an international unincorporated association of Amnesty sections around the globe (based on a contract, i.e. its own regulations, between the members of the association).

In light of the above and of the challenges identified in the Lumen program, some meaningful changes are proposed to our governance system (see below)

D. Ways of working

Building on the existing ambitions of the development of the organizational culture within Amnesty (including anti-racism, IDEA, feminist leadership, transparency, accountability,…) and the core values of the organization, One Amnesty means building trust within the organizational ecosystem. It also means understanding the collective nature of the organization and the collaboration, integration and mutual accountability that comes with it.

The One Amnesty vision serves as guidance for the appropriate ways of working.

E. Capabilities

As One Amnesty, our organizational model should achieve economies of scale and scope where possible, and focus on integration, collaboration and mutual accountability.

In light of the above and of the challenges identified in the Lumen program, some meaningful changes are proposed to organizing, building and developing our capabilities (see below).

The following proposals, in 4 areas, are changes in order to achieve our organizational vision of One Amnesty and at the same time implementing decision 2021/1 and tackling the challenges identified in the Lumen program.

Overall these changes and their consistent and swift implementation would make Amnesty more fit for purpose and futureproof.

AREA 1: Resource allocation[2]

1. What challenge do we have to address?

The issue of inequity in terms of distribution of resources has been discussed at length in the report and recommendations of the GA working group on Equitable Distribution of Resources of 2023.

The money of Amnesty stays to a very large degree where it has been fundraised, although major challenges and opportunities for human rights impact and movement building are also elsewhere.

To illustrate the challenge and demonstrate the existing inequity, a selection of facts are listed below, based on figures of 2022. It is to be noted that we historically do not see significant shifts in proportions, although the overall growth of total movement income has been very significant over time.

o In 2022, the total income of the Amnesty movement was €384 million euro (€359m income generated by 31 funding sections, €18m by IS and €6m income generated by 37 RAM funded sections)
o The total net income was €253m (deduction of €131m - 34% - for every €1m invested in fundraising the return was €2.9m)
o 13 sections with fundraising results greater than €10m euro income per section, delivered 80% of total movement income. (These 13 Sections provided €306m in 2022)
o The RAM Committee's budget for redistribution (RAM + FIF) to 37 RAM funded sections was 4,4% of total income and 6,7% of total net income
o In terms of human resources:
  ▪ 31 self-sufficient sections had 1544 FTE (57%), average of 50FTE. 11 more than 50, 3 fewer than 10.
  ▪ 37 funded sections had 517 FTE (19%), average of 14FTE. 18 fewer than 10 FTE – 9 more than 20 FTE
  ▪ IS had 654 FTE staff (24%)
o Current decision making is as follows:
  ▪ The total global high level budget is prepared by IS, reviewed by FAC and approved by IB. The GA does not approve the global budget, but

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[2] *This proposal area is based on and aligned with the principles that were developed by the Working Group on equitable finance.*

the accounts are presented to the GA and taken into account as part of Treasurer's report.

- Specific spending of global IS budget is decided by CLT, specific spending of RAM & FIF is decided upon by RAM-committee (currently existing of IS-staff)

o Current timing: budgeting the global budget is done yearly based on the projected income that year and is in reality dependent on the actual sections assessment that year (which might be different than projected income): this is very volatile and leads to uncertainty at IS level and for RAM funded sections (2 year cycle, but budgets even yearly reconsidered).

2. What input did we get in the Lumen consultations?

a. We refer also to the input gathered through the work of the Working Group on Equitable distribution of Resources

b. There is agreement on the principle that more money should go to the sections who need it and are also in the frontline of our human rights work

c. There is no agreement in terms of the budget for the IS (expansion, stability or reduction). This relates intrinsically to the discussion of the 'role of the center' and roles & responsibilities in our operating model

d. There is an important reluctance to make a shift in resources concretely (by increasing the assessment significantly) based on the reluctance to accept the consequences (= reducing staff and activities in funding sections) and fears that concrete redistribution from funding sections to funded sections would undermine the growth potential and ultimately lead to less overall movement income. In that respect it is pointed out that fundraising in several markets depends on overall activities of the section (in HRE, campaigning, local work, etc.)

e. Any changes should be made progressively over time, not only for funding sections to adapt, but also for funded sections to grow and build capacities step by step. The use of these extra resources are intrinsically linked to the roles & responsibilities of sections

f. Accountability and decision rights over the global budget are to be clarified, specifically accountability for IS budget and decision rights on the redistribution budget. At the same time, a same level of accountability should be established for resource allocation within sections

g. There is no buy-in for a global budget that would be 100% of the income.

3. What is the proposal?

The proposal is to **triple the share of financial resources to be redistributed** to further develop and **strengthen the local work and impact** of sections that are currently without or with limited income, as well as new initiatives to organize human rights impact and human rights activism in territories where we have no presence. This proposal brings the redistribution budget to **12% of the total gross income** of the movement.

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a. Financial resources allocation and distribution
   i. By 2030: raise the total global budget to 33% of total movement gross income (= 50% of net income). The growth of the global budget goes entirely to the ringfenced redistribution budget.
   ii. This will bring the redistribution budget from 4,4% of total gross movement income to 12% of total gross movement income by 2030 (and from 6,7% of movement net income 2022 to 18% of movement net income in 2030).
   iii. The total global budget (33% of total gross income) will consist of two separate, ringfenced global budgets that are separately managed and governed:
      1. IS budget
         a. 21% of total gross income (= proportion stays as is)
         b. to deliver core functions and services, clarified in Lumen through the 'role of the center'
         c. decision rights are with the IB, budgeting to be linked to GSF and to a GA decided research priority plan. Accountability to the FAC and GA as part of a resource spending report.
      2. Redistribution budget
         a. 12% of total gross income (= almost triples)
         b. to redistribute to sections without or with limited income, as well as to new initiatives to organize human rights impact and human rights activism in territories where we have no presence
         c. decision rights are with the IB, technical preparation and advice are with an inclusive redistribution committee coordinated by the IS that is working with an agreed decision framework in line with strategic priorities and two tier approach (minimum operating requirements and human rights program work). Accountability to the FAC and GA as part of a resource spending report.
   iv. This would lead to the following regarding the total gross global movement income:
      1. Overall 33% goes to global budget (21% to IS budget – 12% to redistribution budget)
      2. Overall 66% of the income stays where it is fundraised
         a. To enable further fundraising
         b. To enable local human rights work and movement building
         c. To cover core organizational costs
         d. Decision rights on this 66% are with national Boards, with accountability to national AGM, and additionally to the FAC and to the GA as part of a resource spending movement report.

This 1/3 global, 2/3 local should be the overall resource distribution in the movement. For each section individually this ratio will be different, depending on their specific situation and the specific assessment calculation.
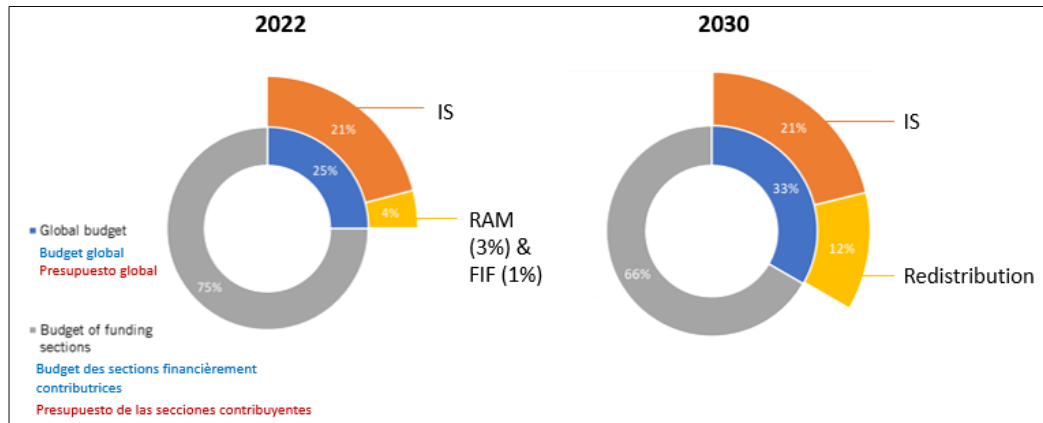
Illustrative graph for the proposal about the allocation of resources

b. Achieving this goal of resource allocation and redistribution

Increasing the global redistribution budget means that more financial resources have to flow from sections with fundraising activities and a high income to sections with low or no income. To achieve the goal set forward above, the assessment calculation has to be revised. This has also been the earlier conclusion of the Working Group on Equitable Finances. The concrete changes to the assessment model will be put forward in a motion of the International Board at the Global Assembly 2024 to change the redistribution model for a more equitable redistribution of finances. Next to confirming the principles for a more equitable distribution of resources, this motion will also propose changes to the distribution model guidelines to achieve by 2030 the proportion of the global redistribution budget as envisaged in the Lumen proposal above.

c. Timing in process of resource allocation

Vast majority of the global budget would come in through the assessment of sections based on their actual assessable income the same year (= current situation). However, global budgets would only be made based on the average of the actual income of the two years before, and no longer on the projections of the same year. Moreover, specific operational reserves should be created and used as to guarantee a longer term stable budgeting of the global budgets (IS and redistribution budget).

Overall, Lumen recommends to implement the recommendations of the WG on Equitable Distribution of Finances.

4. How would this proposal address the challenge and suit the vision of One Amnesty?

    a. Resources would be distributed in a more equitable way, without derailing the current fundraising business model
    b. We would strengthen our local movement building, activism and human rights impact
    c. All sections would have appropriate resources to create human rights impact, amongst others being staffed with a minimum of 10 FTE and an appropriate working budget
    d. Stability in global budgeting would be improved
    e. Accountability for resource spending would be improved across One Amnesty, with the GA having ultimate oversight
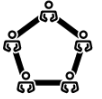
1. **What challenge do we have to address?**
    a. Make our global governance less resource intensive in terms of financial, ecological and human resources costs. Please see [annex 2](#)[3] regarding carbon footprint of the governance cycle
    b. A volunteer governance structure for an organisation that became very big in size and resources, and has become highly professionalised, challenges us to redefine our democratic nature
    c. We need to ensure accountability amongst all structures, guarded by an accountability framework that follows up on decision making processes and the implementation of decisions
    d. Simplify and reduce bureaucracy while at the same time strengthening our governance and maintaining the democratic nature of our organization.

2. **What input did we get in the Lumen consultations?**
    a. The democratic nature of our decision making is widely appreciated and has to be preserved
    b. There are divergent views on strengthening the mandate of the IB, with views supporting more streamlining, coordinating and delegation of decision making to the IB, while others thinking the mandate of the IB centralizes power already too much.
    c. There are divergent views on including co-opted members in the IB and granting them voting rights. Adding professional skill sets to the Board are weighed against a perceived democratic deficit
    d. Equally opinions on the role and character of PrepCom vary heavily amongst movement representatives
    e. It seems that majority of movement representatives would want to keep our current governance cycle meetings, including in person meetings, frequency, program, etc. The proposal to no longer organize regional fora was very much questioned
    f. The motions process should be simplified
    g. Although there are legal and organizational arguments to do so, there is no emerging ask/consensus within the movement on reviewing the legal status of our global unincorporated association
    h. Reduce carbon footprint of the governance model (in view of Amnesty's goals regarding sustainability) is primarily to be achieved through reducing travel (flights) and in-person meetings (venue footprint). Some movement representatives want to see climate impact as a more decisive criterion for any proposals made
    i. Increased, equitable inclusion of international members in our decision-making would enhance the democratic nature of the organization, but the opinions on how to do that and to what degree in terms of voting rights vary heavily
    j. We should increase and improve use of digital tools for more streamlined and accessible governance communication within the movement

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[3] *Please contact us via lumen@amnesty.org if you cannot access the annex, we will make sure to give you access*

k. There is more attention to the well-being of staff and representatives required throughout the governance cycle

l. Swift implementation of the conclusions of the ongoing project regarding 'Creating a Dispute Resolution Process and Mechanism for the Movement' should be a priority.

3. **What is the proposal?**

   a. International Board reforms
      i. The International Board consists of maximum 11 members
         1. Seven members of the International Board (IB) are elected by the GA based on renewed skill profiles defined by the INC for enhanced expertise, representation, diversity and equity
         2. The elected IB (with the support of the INC) can coopt up to 4 members, with voting rights
      ii. Elections of IB-members are uncoupled from the GA cycle and follow calendar year appointment
      iii. The IB's remuneration is enhanced to promote inclusion (also of community representatives), with a formalised performance evaluation that is made available to the GA
      iv. The IB works in the three official languages of Amnesty
      v. Next to the GA structure, the IB applies innovative forms and technology for communication and for deliberative democracy to engage the movement (all members) - and where relevant communities of rights holders and partners - in decision making, including technical AI solutions for language diversity
      vi. The IB has decision rights in an accreditation process that is connected to Amnesty's accountability framework (core standards). If major governance issues occur in a section, the IB has the mandate to put a section (or organizational departments of a section, including its secretariat) temporarily under international administration. The IB is accountable on these decisions to the GA and the Membership Review Committee acts as an appeal committee
      vii. The IB is supported by a sufficiently staffed governance team, with enhanced capabilities regarding participation techniques, facilitation, forms of deliberative democracy, movement communication, digital voting and polling platforms, etc. to facilitate agile and inclusive decision-making
      viii. Respecting the existing mandates and clear boundaries between governance and operations, the IB enhances its oversight on the management of the IS as to ensure the implementation of movement decisions.

   b. Committee reforms
      i. Prepcom becomes a subcommittee of the International Board. Within the IB, a chair of Prepcom is appointed and following a call to the movement, a diverse preparatory committee to serve for two years is

composed. This Prepcom has 1 IB member (chairing Prepcom), 3 movement representatives, 1 IS representative, 1 expert on feminist leadership and 1 expert facilitator. This Prepcom is supported by a sufficiently staffed governance team. The GA agenda and approach (ultimately to be approved by the GA at the beginning of the GA) is prepared by Prepcom and approved by the IB.

ii. For the Membership Review Committee, staggered elections are introduced (as this is the only Committee where this is not implemented)

iii. The INC
1. Develops and implements renewed skill profiles defined for enhanced expertise, representation, diversity and equity
2. Can refuse candidacies brought forward if clearly not compatible with the profiles defined.

c. The governance cycle and meetings reforms
i. There is a governance cycle of 2 years, consisting of 3 phases: 1) Motions and consultation phase; 2) Decision-making & implementation phase; 3) Accountability & capacity-building phase.
1. The motion and consultation phase starts in December of a non-motion year with the renewed motions process as developed below (see d.)
2. The decision-making & implementation phase starts in August of a motion year, with an in-person Global Assembly (always with possibility to join remotely)
3. The accountability & capacity-building phase starts in August of a non-motion year with online global accountability sessions (a 'GA light') during the regional capacity-building fora:
   a. In August of a non-motion year, each region organizes its regional capacity-building forum (virtual, hybrid or in-person; a decision to be taken by movement representatives in the region). The aims of these meetings are to connect with regional colleagues, participate in capacity-building sessions and discuss regional priorities.
   b. As part of the regional forum, global accountability sessions are organised as a simultaneous hybrid multi-hub event. This means that the global session is broadcasted to all regional fora hubs at the same time. This brings all regions within the global sphere during their regional forum and allows for all participants to have equal access to the online 'GA light' which consists of global accountability sessions.

ii. The in-person GA approves a two-yearly global research priority program

iii. Delegations for the GA consist of not more than three persons. Next to the standing representative and director, the third delegate is a youth representative

iv. Plenary sessions of GA-meetings, and the global accountability sessions, can be followed by all members digitally as observers.
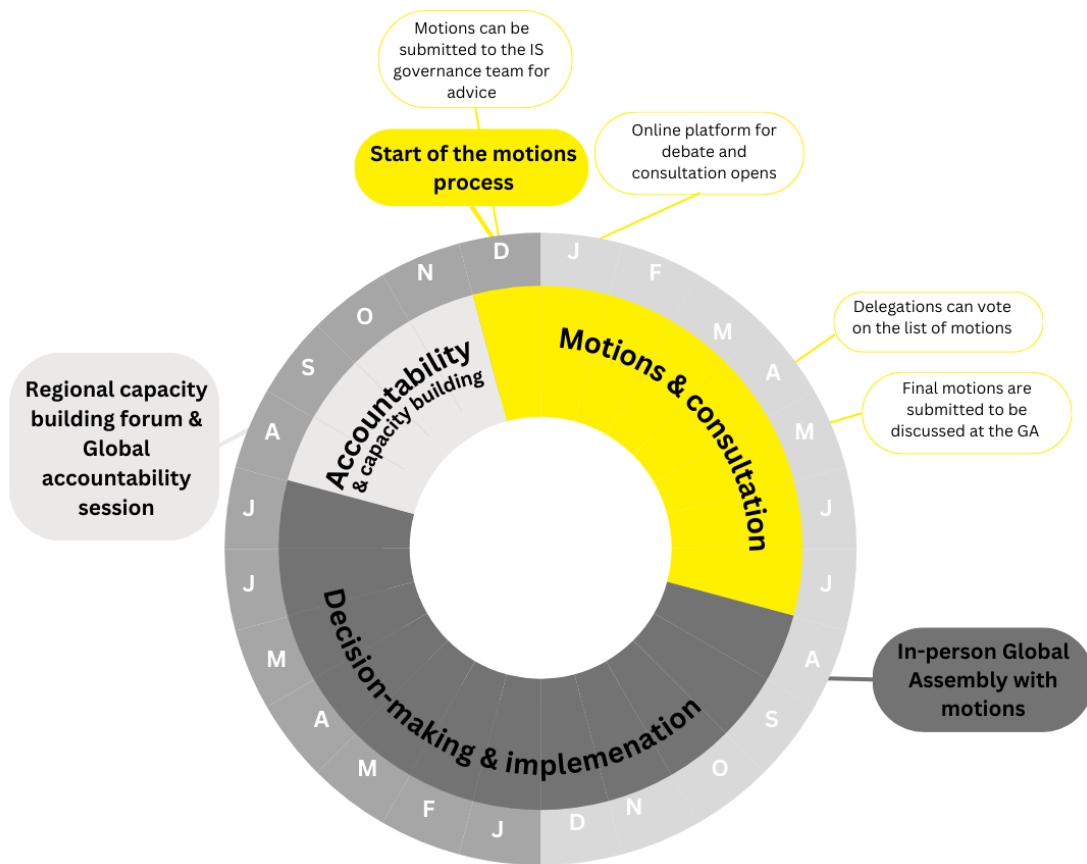
Visualization of proposal on governance cycle and meetings

d. Motion process reforms

   i. December (8m before GA): draft motions are submitted to the IS governance team for non-binding advice in terms of language, scope and appropriateness in terms of GA authority. An assessment of resources needed to implement the motion is mandatory with every draft motion

   ii. January (7m before GA): an online platform for debate and consultation is opened. Discussions are initiated and led by the motion proponents and the platform is facilitated by the governance team. Proponents can consequently decide to not proceed with the motion, or proceed with a motion adapted based on the discussions

   iii. April (4m); a list of motions is put on the platform for decision if they go through to the agenda of the GA for discussion and decision. For every motion Prepcom gives a non-binding advice (to vote it on the GA agenda or not). Only motions that get over 60% of votes in favor of putting them on the agenda, go through to the GA agenda for discussion and decision

   iv. May: Ultimately 3 months before the 'motion GA' final motions are submitted to be discussed and decided upon by the GA.
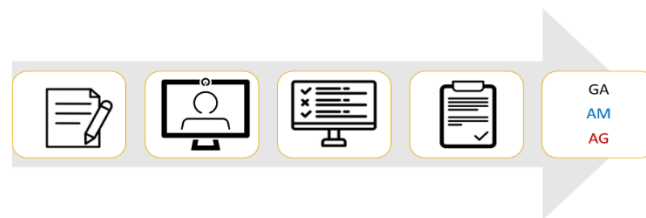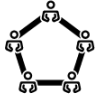
Visualization of proposal on motion process

e. The representation of international members (organised in digital communities) in the governance model is increased (see also Area 3) with one appointed standing representative (with a GA-vote) per 200.000 international members[4], with a maximum of 10 standing representatives (and thus 10 votes).

f. National governance:
   - Every section applies the same system of INC in the recruitment of national boards
   - National Boards apply innovative forms of deliberative democracy and technology to engage the movement (all members), communities of rights holders and partners in their decision making
   - Keeping the current national governance model requires a major investment in governance capacity building and support, including robust regional capacity building teams and governance support staff as a minimum operating requirement for each section
   - In the core standards is included that a national section has the most simple governance structure in terms of legal entity, as well as preventive measures for hostile take-over
   - In the current accountability framework, a formal accreditation process is incorporated, with decision rights of the IB and appeal procedures with the Membership Review Committee

4. **How would this proposal address the challenge and suit the vision of One Amnesty?**
   a. The volunteer governance structure would be strengthened with additional professional expertise
   b. Governance would become more inclusive at the level of the IB, GA and national governance
   c. Alignment and consistency in the governance cycle would be enhanced
   d. The accountability system within the organization would be strengthened in different directions
   e. Democratic decision making would be ensured and broadened towards innovative forms of including people in consultation and discussions and towards better inclusion of international members
   f. The overall governance model and cycle would be simplified to a certain extent

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[4] *Based on the IS data, there are currently around 800 000 international members who signed up and signed a code of conduct*
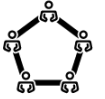
g. The governance cycle would be significantly less resource intensive (finance, HR, climate). Please see annex 2[5] for an estimate of the impact of the proposals on the carbon footprint of the governance cycle

h. The climate footprint of the governance cycle would be significantly reduced.

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[5] *Please contact us via lumen@amnesty.org if you cannot access the annex, we will make sure to give you access*

1. **What challenge do we have to address?**
   a. Amnesty should be more resilient in insecure and hostile local contexts where our work is particularly crucial
   b. We need to embrace the full potential of technology and the digital space, while mitigating the digital divide
   c. We need to find connection with, and include relevant new and fluid forms of activism and (youth) activists, as well as partners
   d. We need a vision on growth of sections, (international) membership and how to engage them
   e. How do we consider 'members', activists, supporters, beyond the technical definition? Do we want to develop 'global membership'?

2. **What input did we get in the Lumen consultations?**
   a. There is not much buy-in on the principle of global membership
   b. Security issues are pointed out (if too open, we can be hijacked)
   c. Support for increasing digital presence, also in terms of organizing structure
   d. Support and demand for inclusion of grass roots activists in our organizational and governance structures and systems

3. **What is the proposal?**
   a. There are two types of Amnesty presence: 1) sections (and temporarily structures) and 2) virtual communities of international members
   b. Where there is a section, Amnesty activists become a member of the section and are represented at the global level through their section representatives (= current situation, no change)
   c. Where grassroots activists organize themselves and apply to become a structure and a clear, feasible path to establish a section is seen, this process is supported and welcomed (reactively)
   d. Where sections cannot be physically/legally organised or where there's interest in other forms of community building:
      i. Amnesty activists become international members without membership fee when they sign up as an international members and they stay member as long as they meet the definition of a supporter that is currently used in the movement (= at least one action in the past 12 months, contact details and permission to contact them) or do confirm that they want to stay international member in the case they have not been active in the past 12 months and are contacted to check on their status. When signing up, they are asked about their specific interests in territory or theme and they sign a code of conduct (that serves as an accountability framework for international membership).
      ii. International members are organised in virtual communities, based on interest in a specific territory or theme as described in annex 3[6]. These virtual communities can be proactively initiated based on the movement's strategic priorities (in terms of territories or themes). These

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[6] *Please contact us via lumen@amnesty.org if you cannot access the annex, we will make sure to give you access*

communities are facilitated and supported by the IS as appropriate, who functions as a liaison with activist and research teams in order to mobilise/organise with these communities and consult them on thematic or territorial issues.

    iii. The international members[4] – who are connected through online communities – are invited to fully participate in new forms of deliberative democracy and, across these virtual communities, a maximum of 10 standing representatives[7] are elected, with voting rights (see also area 2). There are two phases in the process of aiming to elect standing representatives of international members: (1) On the short term, the INC appoints the standing representatives of international members which mirrors the current situation (no change). (2) On the long term, elections of international members' standing representatives are organised as deemed appropriate.

    e. There is a clear development path and timing established for existing national offices to become a section. New national offices are no longer established.

4. How would this proposal address the challenge and suit the vision of One Amnesty?

    a. Amnesty would be able to support and facilitate communities of human rights defenders in areas (territory or themes) where we are not or cannot be present with a section

    b. These communities would have enhanced representation in the organization

    c. We would be more open to meaningful engage a broader audience of activists and we would be present in different ways in more places around the globe

    d. We would have clarity in our organizational structure related to the types of entities we have, as well as on how we welcome international members

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[7] Currently, international members are represented at the GA through one standing representative who has one vote, and three representatives including one youth

1. **What challenge do we have to address?**
   a. Within a fragmenting human rights space, Amnesty's global model is challenged by regionalising & localising tendencies. We should clarify where our efforts for impact are focused and how research & action is organised in a locally relevant and globally coherent way.
   b. Amnesty's organisational model should be more resilient in insecure and hostile local contexts where our work is particularly crucial.
   c. We need to embrace the full potential of technology and the digital space, while mitigating the digital divide.
   d. We need to ensure accountability amongst all structures, guarded by an accountability framework that follows up on decision making processes and the implementation of decisions.
   e. We should increase efficiency & effectiveness by clarifying roles & responsibilities and simplifying our organisational model on all levels.
   f. There is – especially in secondary functions – very limited integration and economies of scale, resulting in duplication, loss of efficiency an limited accountability
   g. For research specifically, see annex 4[8].

2. **What input did we get in the Lumen consultations?**
   a. There is no buy-in for full transition into an association, one global structure or regionalized structure (cf scenario exercise)
   b. There is great reluctance to establish reporting lines for staff from local to global
   c. There are concerns related to creating more bureaucracy
   d. There are different opinions when it comes to the idea of shared or integrated services, with quite some support for the benefits of economies of scale, capacity building and skill sharing
   e. Notwithstanding the principle of subsidiarity, the role of the center in Amnesty is very substantive
   f. There are concerns and a lack of trust about the IS currently not being able and organised properly to perform the functions it is supposed to do within the One Amnesty vision and the ambitions of global integration
   g. Although some see the benefits of having research being fully led at global level, there are concerns about not having research at the local level.

3. **What is the proposal?**
   a. By 2026, the IS has finished an organizational efficiency review and implemented the recommendations following that review, more specifically in view of a better organizational management and alignment of primary and secondary functions between IS global and IS Regional Offices
   b. The primary function of research is to be fully integrated as a global function, meaning that sections no longer have stand-alone research roles or research projects. All research (recruitment, training, strategic research projects, crisis

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[8] *Please contact us via lumen@amnesty.org if you cannot access the annex, we will make sure to give you access*

research, approvals, quality assurance,…) is performed within the global structure. Researchers can be organised and hosted in global teams, regional offices or locally within a section. However, the reporting line for researchers is always integrated within the global structure.

The overall global research capacities are organized and resourced appropriately (amongst others in line with the 2020 Research Plan of Action) to implement a 2 year research priority plan that is approved by the GA. Consultation and alignment during the full research cycle with involved sections or digital communities of international members (related to territory or themes) should be ensured.

Annex 4 provides further clarification on the rationale and implementation of this proposal.

c. In the secondary functions of Finance, IT and Human Resources, communities of excellence are established. These communities bring all staff roles in these areas together, coordinated by the global heads of these areas. These communities are a place for sharing of expertise, innovation, alignment, skill sharing and mutual accountability. The primary reporting line of section managers roles in the areas of Finance, IT and Human Resources are towards the section director. A secondary reporting line is established towards the global heads in these areas, meaning participation in the community of excellence as well as involvement of the global teams in the recruitment of section managers in these areas

d. A quarterly activities review is established between the section ED's and the global/regional leadership, with the Global Strategic Framework as guidance

e. From the global to the local level, investments and engagements are massively strengthened to create a secure and user friendly digital ecosystem with common IT platforms & systems, including common communication channels across the movement as well as platforms to support agile governance approach (see area 2). To close the digital divide, internet access (through satellite service) and appropriate equipment is provided by the global level in the places where needed

f. In countries where there is a section and a representation of the International Secretariat (Regional Office or specific roles), operations are integrated and co-located

g. An organisational development team (a permanent Lumen team) is established that can ensure consistency across time in terms of (implementation of) changes to the governance and operational model. This would allow continuous monitoring and evaluation of the organisational model and the implementation of decisions

h. A sustainability team is established at the global level, coordinating the movement's commitment to reducing climate footprint as well as other sustainability aspects and making this a central consideration in all decision making

4. How would this proposal address the challenge and suit the vision of One Amnesty?

a. An intra-IS organizational review would enhance effectiveness, improve service delivery to the movement and free resources for the additional investments needed in terms of the proposals in this and other areas

b. More alignment would create economies of scale, overall organizational capacity building, mobility of staff and attraction of talent,..

c. Research is a core function of Amnesty and by making research again fully globally integrated function, we simplify our operating model and ensure cohesiveness, efficient use of resources, strategic focus and impact, economies of scope, quality assurance, independence, etc.
A globally organised research structure combined with more efforts to align with section work and integrate into local realities where relevant and applicable (for example through an international role based in a section) would be an efficient way to combine global cohesiveness with local relevance and contextualization

d. A major effort in our digital ecosystem would bring change across all areas of recommendations

e. The development and monitoring of our organizational model should ideally not go through separate programs with some years of interval, but be a consistent process that builds on implementation of decisions

The challenge of change and implementation

Looking through a historical lens (see above), it is remarkable how decisions that are taken by the movement are only partly or not implemented and followed up. When it comes to decisions on human rights policies, we are very strict. When it comes to decisions on how to work and be organised, this seems much less the case.

Lumen identified a number of opportunities/barriers for change that we will have to take into account moving forward from any decision that has been taken:

- We need to work toward a clear long-term goal.
- We need to think implementation through and ensure clear roles and responsibilities for that implementation.
- We need to commit to accountability for the change process, follow up and be transparent.
- We need to dive into and take into account existing and new power dynamics and aim at working as inclusively as possible.
- We need to have a consistent group of people and leaders taking the change forward
- We need to challenge path dependency, because changing what we've always been doing is not easy. We need to have our mindset ready for change.

Lumen presents a set of consistent, integrated proposals and recommendations to achieve the vision of One Amnesty in our organizational model, to implement GA Decision 2021/1 and to develop towards a model that is future proof. A genuine commitment to One Amnesty by all and an integrated, swift implementation of all these recommendations will be key in achieving the desired outcome.

In view of the Governance Cycle 2024, the following list summarizes the specific decisions to be considered by the movement at the Global Assembly 2024[9]:

1. A ringfenced redistribution budget of 12% of the total movement gross income is reached by 2030, as part of the global budget and with decision rights with the International Board (IB), advised by an inclusive redistribution committee.
2. A comprehensive movement wide resource spending report is presented yearly to the Finance & Audit Committee (FAC) and the Global Assembly (GA), including the global budget spending (IS and redistribution) as well as resource spending by all entities.
3. The global budget is made based on the average of the actual income of the two years before and no longer on the projections of the same year, and operational reserves are maintained and used for stability in the global budget.
4. The IB is constituted of a total of maximum 11 members: 7 elected members and up to 4 co-opted members, with voting rights.
5. Elections for the IB follow calendar year appointment, with elections in December.
6. The IB's remuneration is enhanced to promote inclusion.
7. The IB works in the three Amnesty languages (SP/FR/EN).
8. The IB applies innovative forms of deliberative democracy to engage the movement in inclusive decision-making.
9. The IB has decision rights in an accreditation process within the accountability framework, with the Membership Review Committee as appeal mechanism.
10. The IB has the mandate to put a section temporarily under international administration.
11. PrepCom is reformed as a subcommittee of the IB, including diverse movement representation and with an IB member as appointed chair.
12. Staggered elections are introduced for the Membership Review Committee.
13. The International Nominations Committee can refuse candidacies for international positions.
14. The governance cycle becomes a 2 year cycle with 1) an in-person hybrid Global Assembly in the motion year and 2) global online accountability sessions in non-motion years, during regionally organised capacity building fora (virtual, hybrid or in-person).
15. The Global Assembly approves a two-yearly global research priority program.
16. Delegations for the GA consist of 3 persons per entity: the Standing Representative, the Youth representative and the Executive Director.
17. Plenary sessions of GA-meetings and global accountability sessions are open to all Amnesty members who register as digital observers.

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[9] *This list summarizes the content of the decisions to be considered (more details and context on these decisions are given in the Lumen proposal pack), and not yet the specific language or relevant changes to be made to existing documents (including the Statutes and Global Governance Regulations). This will be part of the final motion process.*

18. Per 200.000 international members, one standing representative is appointed with a vote, with a maximum of 10 standing representatives.
19. The motion process is reformed: 1) 8 months before the GA, draft motions are submitted to the IS governance team for non-binding advice; 2) an assessment of resources needed to implement the motion, is mandatory with every draft motion; 3) 7 months before the GA, draft motions are presented and debated on an online forum; 4) 4 months before the GA, Standing Representatives vote which motions should be on the agenda of the GA, with 60% of votes as a minimum to pass; 5) 3 months before the GA final motions are submitted to PrepCom.
20. In the core standards is included that a national section applies innovative forms of deliberative democracy, has the most simple governance structure in terms of legal entity, as well as preventive measures for hostile take-over.
21. Virtual communities of international members are actively established, based on territorial interest or thematically. International members are people who sign up as member, who match the international definition of a supporter and sign a code of conduct.
22. New sections are only established reactively with a feasible path for completion.
23. By 2026, the IS has finished an organizational efficiency review and implemented the recommendations following that review.
24. The primary function of research is fully integrated as a global function, with global reporting lines and based on research priorities established by the GA.
25. In the secondary functions of Finance, IT and Human Resources, communities of excellence are established, with secondary reporting lines towards the global heads in these areas.
26. A quarterly activities review is established between the section directors and the global/regional leadership.
27. A secure and user-friendly digital ecosystem is established with common IT platforms & systems, including common communication channels as well as platforms to support a digital and inclusive governance approach.
28. Internet access and appropriate equipment is provided by the global level where needed.
29. In countries where there is a section and a representation of the IS, operations are integrated and co-located.
30. An organizational development team and a sustainability team is established at the global level.