

**AMNESTY
INTERNATIONAL**



CONFLICT MANAGEMENT ASSISTANCE GROUP

TERMS OF REFERENCE

AMNESTY INTERNATIONAL MEMBERS ONLY
AI Index: ORG 41/4879/2016

To: All sections and structures
From: International Board
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International Secretariat
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SUMMARY

This paper presents the terms of reference of the Conflict Management Assistance Group (CMAG), as updated in October 2016 to reflect changes in the International Secretariat's programme structure.

DISTRIBUTION

This document is being sent by email to section/structure chairs, boards and directors.

RECOMMENDED ACTIONS

Sections and structures should make this paper available to all relevant members and staff.

CONFLICT MANAGEMENT ASSISTANCE GROUP (CMAG)

BACKGROUND

Following the 2010 Chairs Forum Meeting, the International Board¹ (Board) decided to establish a Working Group to develop the terms of reference and working methods for an additional mechanism² to support conflict management and resolution in the movement.

The Board identified a need for an additional alternative for sections and structures to turn to for help working constructively with conflict. Many in sections and structures may be hesitant to raise issues to the Board or Secretary General (SG), as it seems like raising something “up the line”. Furthermore, the Board recognizes that both the Board and the International Secretariat (IS) could be seen as partisan, that is, either supporting “the governance side” or “the management side” of a conflict. The potential value of such an informal conflict management mechanism could be in assisting the movement in managing conflicts at earlier stages and preventing conflicts from escalating. An impartial body that the movement would feel comfortable using could encourage sections and structures to seek support in the resolution of issues at earlier stages, when there is still opportunity for constructive resolution.

The terms of reference cover four inter-related areas:

1. Purpose and role
2. Membership
3. Methodology
4. Accountability

CONFLICT MANAGEMENT ASSISTANCE GROUP (CMAG)

TERMS OF REFERENCE

1. Purpose and role

The CMAG exists mainly to supplement other conflict management resources within Amnesty International by providing independent, impartial listening, information resource sharing and options to Amnesty International leaders who wish to work productively with conflict.

In addition, the CMAG will advise and support the international movement on conflict management by promoting the adoption and the use of policies, standards and good practices that strengthen the sustainability of all Amnesty International entities.

The CMAG offers the international movement the following services:

¹ Following decision 10 of the 2013 ICM, the International Executive Committee (IEC) was renamed International Board (Board). As this report is being issued after the ICM the term International Board will be used in place of IEC.

² See IEC Decision 74-19, IEC Information Bulletin #74 (AI Index: ORG 72/003/2010).

- **Listening:** Often it will be useful for those involved in conflict to use the CMAG to help clarify existing conflict resolution processes, address concerns about engaging these processes, and listen to concerns about interventions conducted by the section/structure or the International Secretariat.
- **Information resource sharing and resource development:** The CMAG will advise on applicable policies, standards and best practices and will facilitate communication with and access to relevant parts of the movement [such as the Board, the SG, the Movement Support Programme (MSP) and other sections and structures]. CMAG will provide advice and guidance on resources developed by sections/structures or the IS in addition to developing and compiling resources for the movement (such as Tips).
- **Helping to clarify options:** The CMAG will support those it works with in identifying feasible options to constructively approach and handle conflict, and will provide guidance in choosing the most appropriate options.
- **Supporting learning:** The CMAG will support AI entities and the International Movement in learning from and about conflict, enabling conflict to be a driver of change, innovation and improved organizational performance.

The CMAG is available to undertake the above actions in specific cases at the request of sections or structures, or at the request of the Board or the SG.

The CMAG will also:

- a) Promote policies, standards and good practice on conflict management to the international movement;
- b) Promote an organizational culture which encourages building healthy relationships, valuing difference and disagreement and collaborative problem-solving;
- c) Advise on conflict management in order to address the causes of conflict across the international movement.

2. Membership

The CMAG will be composed of:

- a) Three Amnesty International members (with substantial governance experience – but not currently serving in an elected position), who will be appointed by the Board;
- b) A section/structure director (with substantial managerial experience – either active or former), who will be appointed by the SG;
- c) An external stakeholder (with substantial expertise in conflict management), who will be appointed by the CMAG.

All members of the CMAG require knowledge and skills in conflict/dispute management and leadership experience. Members of the CMAG will serve a term of four years and may be reappointed once. In the event of any member of CMAG being unable to complete their term of appointment, a replacement will serve the balance of the term in question.

The CMAG will select its chair from amongst its members. The chair will serve a two-year term. A chair may serve more than one two-year term. The chair will act as the CMAG's liaison to the Board and SG. The Board will ensure that gender balance and diversity is reflected in the composition of the CMAG.

3. Methodology

The CMAG will primarily work remotely. However, the CMAG will hold one face-to-face meeting per year, in connection with the Chairs Assembly. Further meetings can be arranged where necessary and where the budget permits.

The SG may designate a person or persons to attend the meetings of the CMAG in order to ensure coherent and collaborative work between the International Secretariat's Movement Support Programme and CMAG.

Although appointed by the Board and SG, the CMAG will work independently and will be able to operate confidentially at the request of any party that seeks its support or advice.

4. Accountability

The CMAG will periodically report to the Amnesty International movement on problematic areas and conflict trends within the organization, but not individual cases, so that such issues can be addressed through policies and procedures.