

# ICAN international structure

## GENERAL PRINCIPLES

ICAN is a broad, inclusive campaign, informed by the need, urgency and feasibility of abolishing nuclear weapons, and focused on mobilizing civil society around the specific objective of negotiating a global nuclear weapons abolition treaty. It is open to all organisations that agree with its aims and do not use or advocate violence.

The ICAN international structure consists of Partner Organisations, an International Steering Group (ISG) and an International Staff Team (IST). The IST facilitates the ICAN work of Partner Organisations and is supervised/guided by the ISG.

## INTERNATIONAL STEERING GROUP

### Function

- The ISG facilitates the growth of the campaign and the achievement of its goal of a treaty banning nuclear weapons through effective international campaign coordination. Its roles include strategic planning, campaign building, fundraising, policy formulation, information sharing and helping to coordinate international events, activities and publications.
- While recognizing that some members of the IST are hired by national campaigns or Partner Organisations and have responsibilities in accordance with direction and management provided by the relevant national and/or regional structures, the ISG is responsible for overall supervision of the international work carried out by the IST and governance of ICAN's international network.
- The ISG consults regularly with Partner Organisations and national campaign coordinators, and seeks to incorporate widely held views. This is balanced with the need for effective and efficient decision-making.
- The ISG considers and approves all requests from international organisations or networks wishing to become Partner Organisations, and national or regional organisations in countries or regions where there is no national or regional ICAN network. The ISG may disaffiliate any Partner Organisation that does not respect the principles and objectives of ICAN.
- The ISG may designate individuals as ICAN international patrons or supporters, provided that such a designation is not opposed by the relevant national or regional ICAN network, where one exists.

### Composition

- The ISG is made up of partner organisations of ICAN. Participation in the ISG is based on both the partner organisation and the individual(s) representing it on the ISG. ISG membership is drawn from non-governmental organisations that are ICAN partners. This reflects the nature of ICAN as a coalition of different partner organisations.
- Each ISG member organisation must have a clear organisational policy in support of outlawing and eliminating nuclear weapons and willingness and capacity to dedicate personnel and resources towards that goal.
- Each member organisation of the ISG has one vote in all ISG matters, regardless of how many individuals from the organisation participate on the ISG at any given time. While each individual participating on behalf of an ISG member organisation can offer input and opinions, the overall position of the organisation on issues of policy will need to be consistent.
- Each member organisation is equal regardless of size, structure, or resources.
- The individuals engaged in the work of the ISG from each organisation participate on equal footing. A facilitator to help coordinate the work of the ISG and liaise with IST will rotate every four months.
- The individuals engaged in the work of the ISG from each organisation do so in their capacity as representatives of ICAN partner organisations. They must have the consent and support of the head of the organisation.
- Each ISG member organisation must provide at least one individual to represent it at ISG meetings and conference calls. It may provide additional individuals to engage in ISG activities, with ISG consent. This allows different individuals within the same ISG member organisation to play specific roles and take on specific work within the ISG on behalf of their organisation and to support one another in their ISG responsibilities. Such contributions may be ongoing or time-limited.
- The ISG will review nominations for prospective member organisations of the ISG. These nominations will be assessed on the basis of both the organisation and the named individual(s) that will represent the organisation on the ISG.
- The criteria for reviewing nominations to join the ISG will include: knowledge and engagement with the nuclear weapons issue; commitment to nuclear abolition and to the ICAN strategy of outlawing and eliminating nuclear weapons; capacity to dedicate sufficient time and resources on behalf of their organisation to fulfil relevant roles and responsibilities; the needs of the ISG in terms of diversity of skills, expertise, gender, regional diversity, constituencies, and ability to mobilise resources; and the effective and smooth functioning of the ISG.
- The ISG will make the final decision over ISG participation.

- If it is proposed that the individual(s) representing an ISG member organisation are to change, there will be a discussion among the ISG to review the situation.
- Participation in the ISG will be reviewed every two years or more frequently if required.
- The names of ISG member organisations are published on the ICAN website, along with contact information for the individual(s) representing each organisation on the ISG.

### **Practices and decision-making**

- The ISG meets regularly by Internet conference calls and when feasible in person. Individuals who are not on the ISG may be invited to join calls and face-to-face meetings from time to time as advisers.
- The ISG will do its utmost to reach decisions by consensus. If consensus cannot be achieved despite all attempts to discuss and persuade, a vote may be taken. If it is necessary to vote, then a decision will be considered valid if it is supported by at least two-thirds of the voting members of the ISG. Each organisation represented on the ISG receives one vote.
- ISG members may not exercise a vote when they are themselves standing for the position being voted upon, such as for renewal of their ISG membership.
- The ISG may meet without ICAN employees in order to discuss certain matters such as human resources (staffing or personnel).
- All significant decisions made by the ISG will be communicated to Partner Organisations. A summary of the minutes from each ISG meeting will normally be circulated within one week of that meeting.
- The ISG may establish committees to work on specific issues (such as human resources and finances) and may invite other individuals to contribute to sub-groups on a case-by-case basis.

### **PARTNER ORGANISATIONS**

ICAN operates on the basis of a partnership model. Partners may be national or regional campaigns or networks that take the ICAN name or NGOs that choose to affiliate directly in their own names. Requests for international partnership with ICAN are considered and approved by the ISG. National ICAN groups or partners retain their rights and responsibilities to form national and/or regional partnerships as they see fit, in accordance with the aims and principles of ICAN.

### **Function**

- ICAN Partner Organisations are encouraged to promote the campaign and its goal of a treaty banning nuclear weapons, including by taking part in

coordinated actions, developing and adapting ICAN resources, and publicizing the campaign through their networks and the media.

- Partner Organisations are free to decide whether or not to take part in certain international actions or use specific ICAN resources.
- Partner Organisations should not act in a way that is inconsistent with or undermines the campaign's goal of a nuclear weapons ban.
- ICAN is committed to non-violence, so partnerships cannot be made with organisations that use or advocate violence.
- Partner Organisations may advocate other goals appropriate to their purpose and situation which are consistent with ICAN's overall goal.
- Partner Organisations may choose to operate as part of local, national or regional ICAN campaign networks with their own structures and processes.
- Partner Organisations may request the ISG to consider any campaign-related issue.

## **Joining**

- Any NGO is eligible to be an ICAN Partner Organisation.
- Joining ICAN as a Partner Organisation involves pledging to: 1) promote the campaign's objective of a treaty banning nuclear weapons; 2) identify publicly with the campaign; and 3) operate non-violently.
- Upon joining ICAN, Partner Organisations are encouraged to outline how they intend to promote the campaign and its goal of a ban on nuclear weapons, and to report back on their activities and progress.
- ICAN partnerships existing prior to 21 August 2012 are automatically recognized. The criteria for ICAN partnership outlined in this document, or as updated by the ISG, will be used consistently in engaging new partners.
- Where they exist, national or regional ICAN campaign networks will be responsible for considering and approving requests from national or regional organisations in their country or region seeking to become ICAN partners.
- For national or regional organisations located in areas where there is no ICAN network, and for international organisations, the ISG will consider and approve partnership requests.
- Individuals or organisations may be designated by a national or regional ICAN network as ICAN patrons or supporters in their country or region.
- Partner organisations are listed on the ICAN website.

## **ICAN campaigners list**

- The purpose of the ICAN campaigners email list is to allow for better communication among Partner Organisations, and between Partner Organisations, the IST and the ISG.
- The campaigners list is the primary mean of communication between the IST/ISG and ICAN's partner organisations. Through this list, partner organisations will be informed about announcements, new resources, developments and opportunities of action. Notes from ISG meetings will also be shared on this list.
- Partner Organisations should choose one or more focal persons to join the campaigners list. An individual may be added or removed at any time at the request of the Partner Organisation concerned or, in the case of individuals who disrupt or undermine the list or ICAN's objectives, by decision of the ISG, in which case the relevant Partner Organisation will be invited to nominate an alternative.
- Partner Organisations are encouraged to share information about ICAN activities and developments, and use the list to discuss the campaign and its goals. Emails should focus on ICAN's activities and building support for a ban on nuclear weapons. The email group should not be used as a general forum for sharing information about all nuclear-related issues or for communications of an unrelated personal nature.

## **Working groups**

- Working groups may be established by the International Steering Group on an ad hoc basis to focus on specific issues such as communications and specific campaigns or actions, which may be regional or international.
- The purpose of the working groups is to allow for a small group of individuals to work together on specific aspects of the campaign or issues of specific relevance, for example the Middle East, nuclear-umbrella states, or divestment.
- Each working group should appoint a convener, who is responsible for ensuring effective communication within the group, organizing meetings and reporting on the group's activities to the ISG and Partner Organisations.
- At least one member of the working group should be an ISG member. If the working group convener is not an ISG member, s/he shall be invited to participate in an ex officio (non-voting) capacity in ISG meetings at which the working group's issues are discussed.
- Working group members should be either ICAN staff or members of ICAN Partner Organisations.

- The names of working groups and their conveners should be published on the ICAN website.

## **INTERNATIONAL ICAN STAFF TEAM**

ICAN employs an international staff team (IST), led by an Executive Director, which is tasked to coordinate the campaign and support partner organisations in their work to ban and eliminate nuclear weapons.

- Whether by formal delegation or otherwise, the international work of ICAN-designated staff is coordinated and guided by the ISG.
- Under the direction of the ISG, ICAN staff engaged in international work should form a cohesive international team, sharing and allocating roles and responsibilities between them according to available capacity, to maximize effectiveness and efficiency. They should ensure regular communications with Partner Organisations, members of the ISG, working group and email lists. Where relevant, one or more staff members may be delegated to take the lead on particular projects or functions, as directed by the Executive Director in coordination with the ISG.
- The responsibilities of the IST will include:
  - Initiating and contributing to strategies and tactics, work plans, budgets and fundraising proposals;
  - Maintaining a database of Partner Organisations and recruiting new Partner Organisations;
  - Developing and maintaining email lists and other databases as required;
  - Inspiring, supporting, coordinating and encouraging campaign actions, events and outreach;
  - Developing and producing resources such as websites, reports, campaign and outreach materials and news updates across a range of relevant media (including electronic, digital, visual and print);
  - Facilitating effective internal and external communications; and
  - Identifying and carrying out the roles and responsibilities necessary to implement ICAN strategies and plans, including (where relevant) coordination of international work undertaken by staff or consultants.

Within the campaign, there are other paid staff members who are employed by Partner Organisations or national, or regional ICAN entities, and who have rights, responsibilities and line management procedures that are specific to their different employers. Some work on national or regional campaigns as well as contributing to ICAN's international work, and some carry out coordinating and management roles vis-à-vis other staff.

