

**AMNESTY
INTERNATIONAL
GLOBAL
FUNDRAISING
STRATEGY**

January 2010 to December 2011



CONTENTS

- 5 WHY HAVE A STRATEGY?
10 GOOD REASONS
- 6 OUR MISSION AND VISION
- 9 OBJECTIVES
- 10 STRATEGIC APPROACHES
- 14 RESOURCING
- 16 MONITORING, EVALUATION AND
ACCOUNTABILITY
- 17 GLOBAL FUNDRAISING SERVICE
LINE STRUCTURE

AMNESTY INTERNATIONAL GLOBAL FUNDRAISING STRATEGY

Generating more financial support for Amnesty International's human rights work by increasing our number of donors and growing our resources is at the heart of the movement's priorities for the next six years. This is clearly set out in Amnesty International's Integrated Strategic Plan (ISP) 2010 – 2016.

With an effective and resourced integrated global fundraising programme we have the ability to grow significantly in both existing and emerging markets. We have a unique and powerful brand, innovative national and global projects, and a history of growth and impact.

This strategy covers the first two calendar years of the ISP, January 2010 to December 2011. This is to tie in with the movement's commitment to adopting the calendar year for financial planning and reporting purposes. As we improve the global co-ordination of our fundraising efforts, a longer term strategy will be developed.

The Fundraising Management Team (FMT), made up of the heads of fundraising of the 12 largest revenue generating entities, and led by the Director of International Fundraising, will be responsible for overall delivery of the objectives in the strategy and will guide and support implementation of the strategy at the national level.

WHY HAVE A STRATEGY? 10 GOOD REASONS



Obtilia Eugenio Manuel,
Indigenous rights defender

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- 1/** The movement's fundraising activity **accounts for around 30% of Amnesty International's expenditure and almost 100% of its income.** We need a strategic plan to ensure that opportunities are fully exploited and risks are managed.
- 2/** There are **revenue-generating opportunities at the global level**, such as major donors and grant-making bodies including trusts and foundations. These require a global approach in order to take advantage of them.
- 3/** In an increasingly **globalized communications world**, Amnesty International will be expected to have consistent offers, communications and processes wherever any one potential supporter interacts with us.
- 4/** In an **increasingly global economy**, our leading fundraising markets are inter-connected and affected by what happens across borders. A global strategic approach to identifying, securing and stewarding our revenue will tap into the growing global philanthropy market and help to protect Amnesty International from the risks inherent in the economic cycle.
- 5/** We need to take a **global portfolio approach** to our revenue generating activities, ensuring that we have a spread of fundraising and activism "products" at different stages in their life cycles.
- 6/** We face **increasing competition for revenue and other resources** from a growing number of NGOs both at the national and regional levels and also at the international level.
- 7/** An international strategy **provides expertise and examples of best practice** to national programmes and fundraising teams.
- 8/** Amnesty International can create **synergies and improve our cost effectiveness** by working more closely with all parts of the movement.
- 9/** We can **reduce duplication of effort** by sharing learning around the movement, leveraging fundraising skill available in one market to generate funds in another and making use of existing materials and processes wherever possible.
- 10/** A global fundraising strategy will ensure that the **assessment-to-distribution mechanism supports fundraising efforts** rather than acting as a barrier to increased global fundraising effort.

OUR MISSION AND VISION

Amnesty International's global fundraising team finds and secures the resources necessary to achieve Amnesty International's vision of a world where every person enjoys the rights and freedoms enshrined in the Universal Declaration of Human Rights. At the same time we inspire and motivate active support for achieving that vision, knowing that it is individuals who create change, as activists who speak out, as volunteers, as supporters and as donors.

VISION

We are a global team of high-performing and highly motivated fundraisers working together to maximize opportunities to bring Amnesty International's message to the widest possible audiences and secure their engagement for our cause. We take a global approach to the identification of opportunities and the deployment of our resources for the best outcome for the movement. We lead the development of best-practice supporter relationship management in Amnesty International and make a significant contribution to the motivation and loyalty our supporters feel, no matter where they are in the world.

GOAL

The overall goal is a **sustainable and growing base of financial support** for Amnesty International's work. This is the overarching structure in which this and future strategies will sit.

In order to meet this goal, Amnesty International will be the **human rights campaigning organization of choice** with the strongest possible case for joining and for staying engaged. This will result in an **empowered and motivated base of supporters** with the ability and enthusiasm to act and mobilize others to act on human rights.

In many different parts of the world, Amnesty International supporters find face-to-face fundraising a useful tool for talking to people and generating income.





© Käre Vrepp

OBJECTIVES

OVER THE NEXT TWO YEARS, AMNESTY INTERNATIONAL WILL:

- Increase its base of active financial supporters by at least 7% over the period of the plan. (An active supporter is someone who has given at least one gift in the last 12 months.)
- Increase its gross revenue by 12.6% over the period of the plan.
- At least maintain its cost effectiveness and value for money as measured by return on investment (ROI) at 3 to 1 gross, across all fundraising activities including supporter recruitment.
- Improve the life time value (LTV) of financial supporters by retaining them as active financial supporters for longer.
- Increase non-financial activism among individual financial supporters so that 25% of financial supporters are taking at least one non-financial action in a 12-month period.
- Reduce the risk in Amnesty International's revenue generation by diversifying its fundraising techniques. Each entity will test one new technique per year.

Left: Baltic Pride Vilnius, Lithuania 2010. Hundreds of lesbian, gay and transgender people marched for human rights, freedom of speech and the right to assemble, despite threats from counter-demonstrators.

STRATEGIC APPROACHES

In order to achieve its objectives, Amnesty International will adopt the following strategic approaches. Each approach will be led at the global, international or national levels as appropriate, but all approaches will contribute to the achievement of the global objectives.

Each national Amnesty International entity will adapt these approaches to the opportunities and challenges of their local markets, and will be able to justify their tactics with market analysis.

GROWTH IN EXISTING MARKETS

By increasing the value of donors' giving through regular commitment

- Increase the proportion of financial supporters who are making their donations via a regular automatic payment method, so that at least 50% of individual income is given in this way. Once this payment method has been set up by the supporter, no further action is required for Amnesty International to receive a regular donation.
- Adopt strategies for upgrading the annual value of individual supporters' donations which include the most cost effective (as measured by ROI and LTV) use of communications channels, frequency of ask and average upgrade value.
- Adopt strategies for retention of regular financial supporters that can be measured by improvements in average LTV and four-year ROI.



By developing new techniques and increasing the value of under-leveraged techniques

- Develop the global centre of expertise for fundraising from grant making bodies.
- Develop the global centre of expertise for high net worth individuals fundraising, so that at least 10% of Amnesty International's income is from this source.
- Increase investment in legacy marketing and planned giving, to generate more awareness of legacy giving and increase the number of written legacy commitments to 0.5% of donors (where market regulations allow this information to be obtained from donors and recorded).

Above: Organizing a successful campaign takes imagination, energy, determination and resources. Here women in the West African state of Burkina Faso march as part of Amnesty International's caravan that toured the country in January 2010 providing information and fuelling debate on the issue of maternal health.

- Develop a consistent and integrated approach to government funding for Amnesty International's Human Rights Education work.
- Invest in the identification and development of new fundraising methods, sources and techniques.



© Amnesty International Morocco

Above: With over 500,000 visitors and representatives from more than 40 countries, the International Book Fair in Casablanca is a major event for Amnesty International Morocco to raise awareness and expand the number of its members and supporters.

By recruiting new supporters and retaining existing supporters

- Adopt strategies for retaining financial supporters which acknowledge that supporters require different communications depending on their knowledge of and commitment to Amnesty International.

The success of such strategies can be measured by improvements in LTV. Strategies must include specific reference to supporter relationship management and how that will be monitored.

- Test, develop and adopt a two-step recruitment strategy that will build the base of supporters and financial supporters. Ensure that all possible channels for capturing names and contact details are used for subsequent relationship building. This will be led at the national level by Amnesty International Australia.

GROWTH IN NEW MARKETS

- Enter new geographical markets where Amnesty International is significantly under-investing in supporter growth or is not currently investing in growth at all. Some of these markets will be identified by a combination of market potential and existing capacity to invest. Others will be identified by market potential and Amnesty International's overall strategic interest in developing that market.

INTEGRATED FUNDRAISING, CAMPAIGNING AND COMMUNICATIONS

- Roll out the renewed brand identity as part of the Amnesty International 50th anniversary project and renew and re-energize Amnesty International's supporter base.
- Develop and promote the "whole supporter" analysis that will enable Amnesty International to consider its

supporters as one group to whom different offers can be made, depending on Amnesty International's strategic objectives and supporters' interests. The outcome will be that fundraising and campaigning are considered together as the proposition for our supporters and potential supporters.

PLANNING AND ORGANIZATIONAL DEVELOPMENT

- Ensure all national and international investment decisions are based on market research and analysis of supporter data, to ensure that sound calculations of return on investment can be made
- Lead and promote an organizational culture and structure that provide the inputs needed for compelling and cost effective fundraising communications and send the message that everyone is responsible for fundraising and growth. For example, ensure that campaigning and research work presents a compelling case for support.

RESOURCING

The global fundraising strategy also includes the development of key resources to support the movement to reach its income generating potential:

- A structured capacity building framework for smaller entities to include partnerships and mentoring relationships.
- A programme to retain and develop the movement's fundraising expertise.
- A single policy covering Amnesty International's rules for fundraising and international co-ordination.
- Global toolkits for fundraising activities, for example, face-to-face fundraising.
- Improved internal communications and

information sharing for the movement's fundraising staff and with campaigns and communications colleagues.

- A programme of regular and targeted meetings to share skills and expertise.
- Improving the movement's understanding of fundraising and supporter communications in order for everyone to be able to better support fundraising activities.

Right: Fundraising supports activism and activism supports fundraising. Here Amnesty International activists hold a vigil in support of an imprisoned Sri Lankan journalist and human rights defender.



© Amnesty International

MONITORING, EVALUATION AND ACCOUNTABILITY

A key part of the delivery of the strategic objectives is monitoring of performance. The FMT have developed two monitoring mechanisms – global metrics tracking, including key performance indicators, and annual plan and forecast templates. These will help us keep track of our performance and champion great performance as well as support improvement where it's needed.

The FMT will report every six months on the delivery of this strategy to the interim Global Management Team (iGMT). The FMT will draw the iGMT's attention to any challenges it identifies to Amnesty International's reputation for accountability and transparency.

REVIEW

In its six-monthly report to the iGMT on performance as measured against this strategy, the FMT will make recommendations for adapting or amending the strategy for the following six months. Those reports will be made available by the FMT to all fundraisers in the movement

In June 2011, the FMT will undertake a more detailed review of the strategy, including an analysis of changes in the external and internal environments in which it operates, in order to draft and agree a fundraising strategy for the remainder of the ISP period, to 2016.

GLOBAL FUNDRAISING SERVICE LINE STRUCTURE

Global Management Team

Oversees progress on the global fundraising strategy and ensures the prioritization of fundraising in Operational Planning



Fundraising Management Team

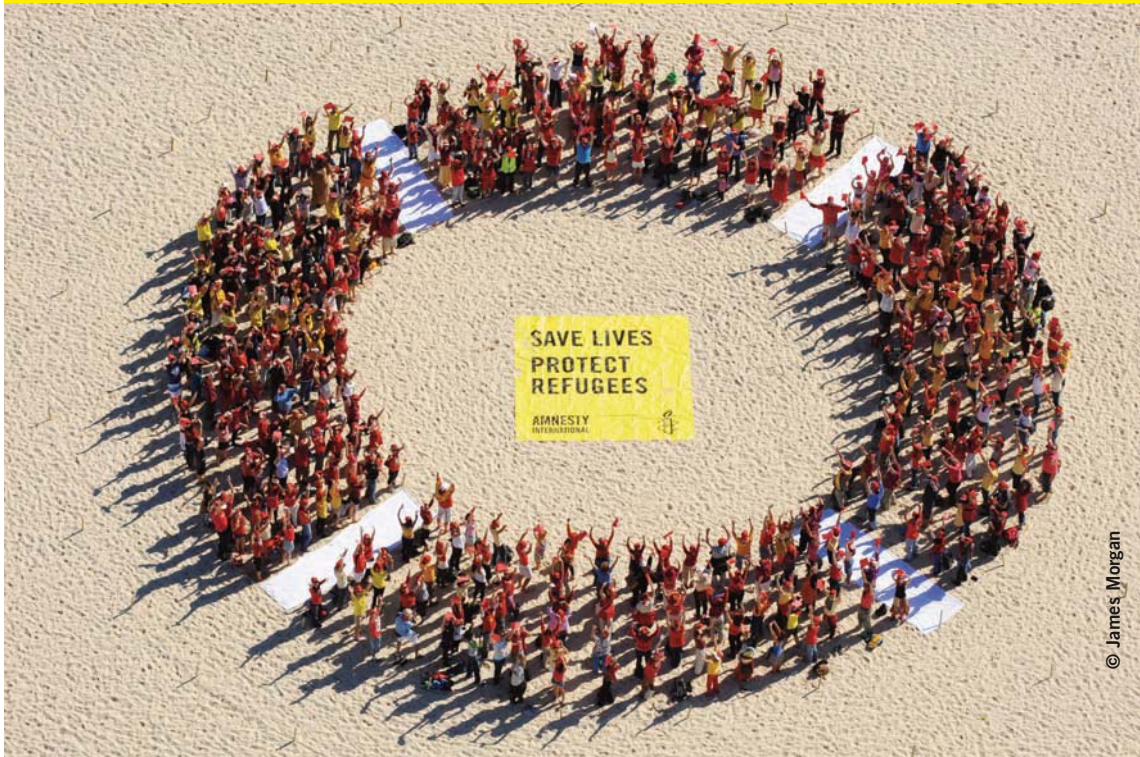
(Led by the fundraising director of the IS, and made up of the fundraising directors of Switzerland, Netherlands, Germany, Norway, Spain, Canada (Eng.), UK, USA, Sweden, Denmark, Australia, Italy.) Leads the implementation and development of the global fundraising strategy and is responsible for the global centres of expertise, movement-wide monitoring and reporting of fundraising performance, ensuring strategic fundraising capacity building support and championing the strategic role of fundraising throughout the movement



Fundraisers in IS & Sections/Structures

Receive guidance and support from centres of expertise, complete annual plans and receive feedback to improve planning, report on fundraising performance metrics and receive bench-marking information, contribute to and attend annual skillshares and provide input on global fundraising initiatives

SKILLSBASE – A RESOURCE FOR YOU



© James Morgan

Please go to the fundraising Skillsbase on the Amnesty International global intranet for lots more on tools, tactics, guidelines and fundraising related materials:

<https://intranet.amnesty.org/wiki/display/Skillsbase/Home>

A copy of the full fundraising strategy can be found on Amnesty International's global intranet:

<https://aidoc.amnesty.org/wcservice/intranet/index/2010/FIN10/004/en>

The index number is FIN 10/004/2010.

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Left: Activists gather at Bondi Beach in Sydney and other locations throughout Australia creating giant human life rings to show solidarity with refugees fleeing war and persecution, 8 May 2010.

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Index: FIN 10/007/2010
August 2010

