

Amnesty International's Global Strategy

2021-2028

BUILDING FINANCIAL SUSTAINABILITY TO DELIVER ON THE STRATEGY

As we finalise and consult on the content of our next global strategy for 2021-2028, we would like to devote time and analysis to understand what the costs are to deliver the strategy and therefore what is the financial investment necessary to deliver it – both at a section and IS level. In short, we will “cost” our new strategy and secure the necessary level of resources needed.

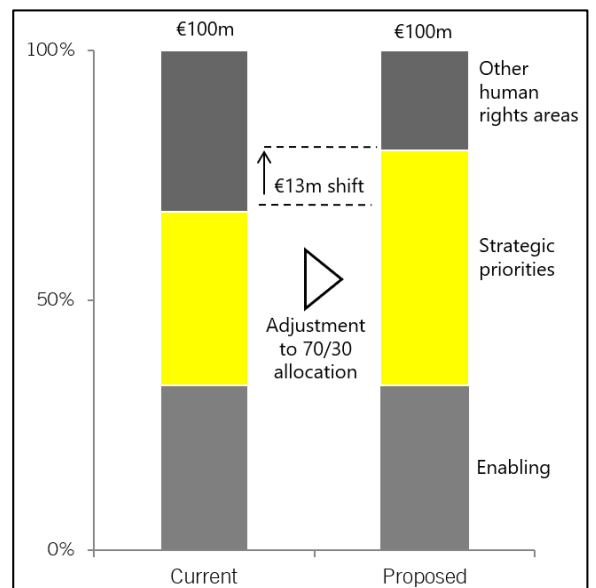
This paper articulates some of the financial implications of this new strategy as a starting point to consult with sections. The objective is to come to an agreement on how we may collectively cover the necessary investments and set the associated **fundraising targets** that are directly connected to the content and needs arising from our strategy.

The desired outcome of this process is to ensure all Amnesty International entities that have the potential in their markets (based on external benchmarking data and taking economic and social factors into account) will make a commitment to securing the funding of the strategy – both by strategically investing resources within their section but also by globally committing to a fundraising approach that allows us to collectively grow our resources effectively - in the right markets and channels, and to achieve the human right impact we commit to in the global strategy.

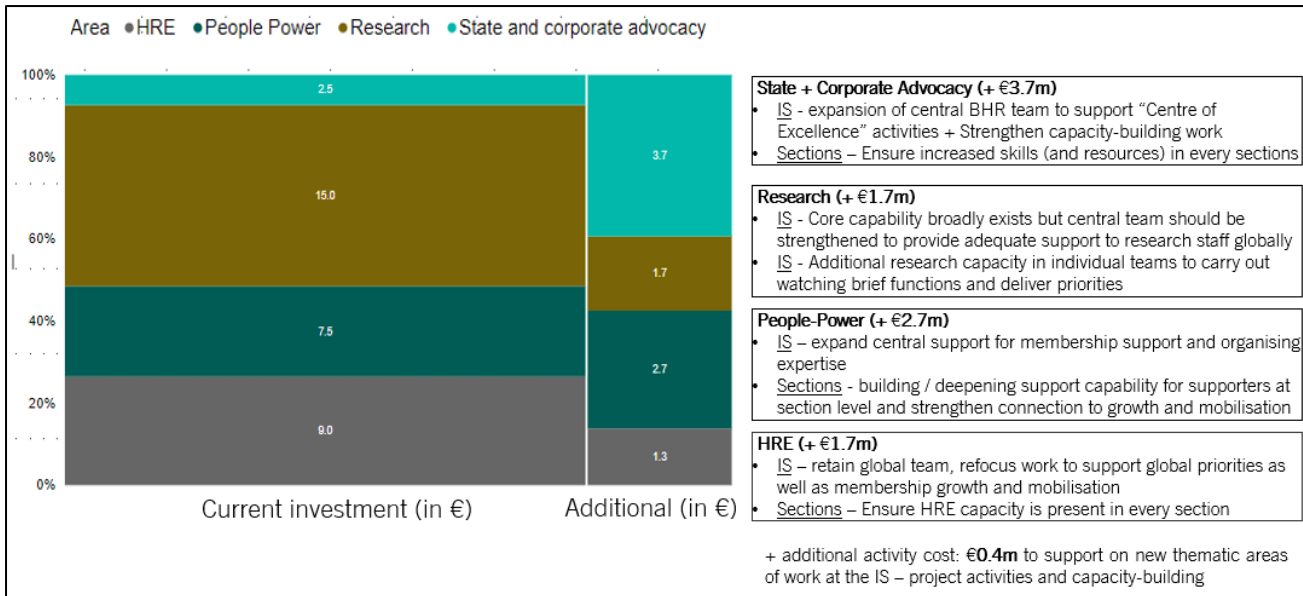
1. COSTING THE STRATEGY

The draft strategy calls upon Amnesty International to invest in some key capabilities – strengthening our research, HRE work, our own people-power movement, and advocacy infrastructure – as well as continuing work on a wide set of human rights issues, new priorities and existing core capabilities and tactics. This will inevitably require additional resources in staff headcount and activity budget – both at the IS and section level.

First, a global commitment to two global priorities with a suggested ratio of 70:30 to other human rights issues, moving to a ratio of 80:20 over time, should guide allocation of resources. As the chart on the right shows, this approach should ensure that adequate time and resources are re-allocated and invested strategically. However, this will not secure the full amount of resources we need.



This chart below includes an estimate of additional capability investment needed to implement the strategy - based on interviews with relevant staff and an assessment of sections' existing capacity carried out in a recent online consultation survey. This estimate is of an additional **€10 million** needed per year for both IS and sections.



This estimate can be broken down by IS and sections – coming at an investment of approximately **€6.7 million in sections (collectively) and €3.1 million in IS - per year**. This is not the exact calculation as this is the draft strategy but will provide the starting point for the global consultation within the movement. Especially when it comes to sections, any additional investment mapped out at this stage is only a starting *hypothesis* and should be seen as a *suggestion*, as sections may decide to strengthen capabilities in alternative ways such as shifting resources rather than additional investments. In short, the assumption in the paper is that to deliver on the new strategy the movement will need additional resources.

Furthermore, it should not be expected that all additional resources should be made available at the start of the new strategic period, as capabilities will be *gradually* invested in over time.

It is the first time that, as a movement, we attempt to achieve a financial feasibility analysis in parallel with the design of the global strategy, so we are keen to hear from sections to ensure we strengthen this analysis and identify the best way to adopt a strategy that is fully funded.

CONSULTATION SPOTLIGHT

- How do sections intend to reallocate resources to support the new global strategy?
- How do the current estimates and suggested investments match your view of what the organisation needs to implement the strategy? Would sections consider reducing resources/investment in any area of work not mentioned in the strategy – either at section or IS level?

2. GROWING OUR INCOME – AGREEING A GLOBAL APPROACH AND TARGET

To be able to close the gap between the estimated costs and the current projected income, Amnesty International needs to increase the level of ambition and our efforts to strengthen income and supporter growth in the movement. The International Board is asking the movement, each entity, to commit to a fresh look at how the movement works strategically to grow in income and supporters. The direction of travel and level of ambition in terms of growing Amnesty International's resources and capacity for impact can be described with the following principles:

- ❖ Growing Amnesty International's income is a key strategic activity enabling greater human rights impact.
- ❖ Continue current trajectory and build on strengths.
- ❖ Need to prioritise investment in markets and channels with the highest return on investment for the movement.
- ❖ Direct sourcing of international investment capability from the Distribution Mechanism.
- ❖ Agree changes to the Assessment and Distribution Mechanisms to create an optional level investment funds.
- ❖ Accelerate digital supporter mobilisation and participation through a global digital platform.

The next global strategy is not only intended to deliver human rights impact, it also aims for an increase of Amnesty International's capacity for future human rights impact. Amnesty International has never received more voluntary donations, has never received donations from more individuals and has never mobilised more supporters than today. But there is no room for complacency and the organisation needs to carefully assess the factors which hinder or foster the acceleration of our capacity for human rights impact. Clearly, additional resource (both people and money) is required to ensure the movement as a whole can fund the level of ambition articulated in the new strategy. Therefore, growth needs to be at the heart of our new Strategic Goals and drive the organisation forward.

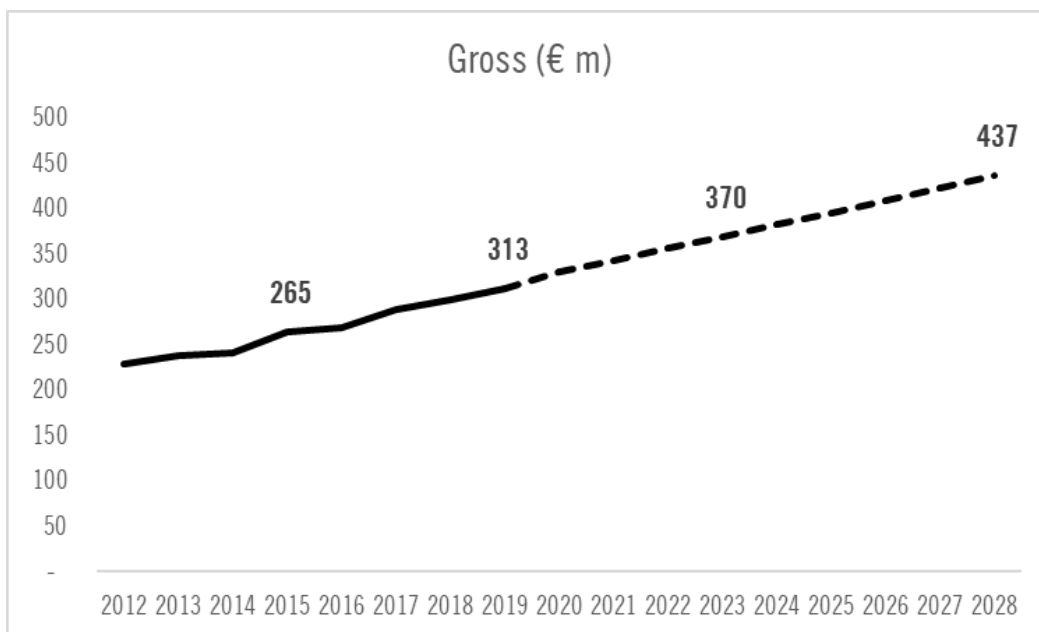
The current Global Fundraising Strategy can be summarised as follows:

- ❖ Continue to grow the main and unrestricted income channel: Individual Giving
- ❖ Diversify global income: increase income from Legacies, Major Donors, Trusts and Foundations and Institutions
- ❖ Increase the number of sections raising substantial income, so the movement is less dependent on the top 10 income generating sections

- ❖ Building sections in the Global South to raise more income domestically, thus becoming a truly global movement and reducing the dependency on RAM funding.

2.1. FORECASTING THE BASELINE

Forecasting Amnesty International's income to 2028 is based on the actuals from 2012 to 2019, and continuing this trend takes the forecast to €437 million. This is the starting point on which the new growth goals will be based. The continuation of the trend requires a continuation of investments, priority setting and resources. And most importantly, this is only a forecast, and not what our ambition should be or could be. As a movement that strives towards long term sustainability we need to aim higher - for a future where Amnesty International can have more human rights impact and our financial performance directly enables this.



It is critically important to understand that the overall growth achieved to-date has been achieved through the growth in a small number of highly successful sections, and global donor income. As such, we need to remain vigilant and adopt a carefully crafted strategy which enables sustainability. The Distribution Mechanism has played a substantial part in section growth, as it was designed to enable investment in future income generation, by giving fundraising sections the opportunity to deduct their fundraising income before paying assessment. This has stimulated growth overall, but changes to the calculation of the Distribution Mechanism have led to significant challenges for the International Budget. The International Budget supports funded sections through RAM and funds the International Secretariat (staff and activity costs). The deduction for fundraising costs has indeed stimulated growth but has also led to pressure on the International Budget. The International

Board is now asking the movement to take the logical next step. The Distribution Mechanism should not only stimulate the ability to invest, it should also stimulate efficient investments and deploy resources where they have the highest returns. This means a symmetrical reduction of investment in national fundraising in areas where the returns are shown to be lower.

The International Board is suggesting some adjustments to the Distribution Mechanism that can secure funding for global, prioritised and coordinated investments in key opportunities in selected section markets, whilst maintaining global investment levels. This will require a shift of some national investment to an international investment fund which then can be allocated to the best opportunities in selected sections in terms of income growth and returns.

Simply speaking, there are opportunities in some selected sections with better return on investment than the average investment today, and the International Board aims to enable a shift of some of the least efficient investments to more efficient opportunities, thus maximising the movement's growth potential overall. Essentially this requires an increase in globally prioritised and coordinated investments.

2.2. INCREASING INTERNATIONAL AND COORDINATED INVESTMENTS

Globally coordinated investments - co-investing with sections in high opportunity fundraising programs - are currently delivering strong results in emerging and established markets and have been a key driver of Amnesty International's growth. However, due to the financial pressure on the IS budget, the Fundraising Investment Fund (FIF - the current mechanism the IS manages for the movement to invest in strategic markets) has also reduced in value, and this reduction presents a risk for the continuation of the global growth trends achieved to-date. Our next strategy is a unique opportunity to position the capability of global investments centrally at the centre of our growth efforts. To support this decision, the International Board has commissioned an independent review of the Fundraising Investment Fund in order to document the performance and to illustrate how this mechanism or an alternative can be scaled to support faster growth.

All markets are not equal and not all markets have the same potential. Where in some markets a fundraising investment will break even in three years, it can double or triple the amount in other markets in the same amount of time. As a global movement, Amnesty International should enable a greater degree of international investment, to grow more efficiently, and to capitalise on the global nature of our movement by acting as one Amnesty International and not a collection of Amnesty Nationals.

The consolidated investment reporting from fundraising sections results in a deduction of more than €100 million overall from the Distribution Mechanism. All investments are deducted at the same level despite having different returns. This deduction should also be perceived as the movement co-investing with the section, but the comparison with international and coordinated investments stops there. This does not enable the prioritisation of opportunities which can be achieved at a global market portfolio level and

will as a result not produce optimal results.

What is proposed is to re-direct a proportion of the total investment into a global fund where marginal returns will be better because of the ability to prioritise where opportunities are best. This will further enable diversification both in terms of channels and markets. Even a modest reallocation will result in substantial increase of the international investment capability, and with a greater investment pool the following opportunities will also be unlocked:

- ❖ Improved long-term planning and enabling long term strategies
- ❖ Widening of channel portfolio to also include high value channels
- ❖ Tiered international investments with dedicated funds for specific goals: to achieve self-sustainability; emerging markets; established markets and diversification/High Value
- ❖ Contribute to enable fundraising strategic shifts like income and market diversification

3. ACCELERATE SUPPORTER GROWTH

Our members, activists and supporters will always be at the heart of our movement and continue to be critical to achieve human rights change. But Amnesty International's position as the world's leading human rights activism platform is being challenged by new models and organisations. Amnesty International has been overtaken by new digital organising platforms like Avaaz and change.org.

The current external context makes our human rights work more relevant than ever. In a rapidly changing digital world, and in order to significantly up the game in supporter mobilisation, Amnesty International needs to unlock the possibilities of digital mobilisation and develop its first-ever large scale global mobilisation platform.

Social Media operate in and create a borderless world. Our supporters are there, they engage with our actions there, but today our presence is anchored in our national organisational structure. We represent Amnesty International as Amnesty Nationals on the global digital stage. The success of growing our International Membership and supporter base to over two million in only a few years demonstrates that we can apply the skills to embrace the new opportunities – we now need to bring this to scale. Our current supporter model alone does not do justice to the development opportunities at our disposal today.

Every year Amnesty International launches 400-500 urgent actions, which require urgent and mass mobilisation. What further characterises these actions is that they have a high degree of personalisation and strong emotive and not least current and urgent calls to action. This – and other rapid response stories - is prime content which already exists. This important and life-saving human rights activism is at the heart of our work and the new strategy will continue to build on this.

For some time, the campaigning and fundraising community in the Amnesty International

movement has debated the methodologies, technologies and investments needed to achieve our growth goals, and has at times been frustrated with our apparent inability to agree a simple and ambitious solution. The new strategy necessitates an attempt to capitalise on our knowledge and our ability to partner with organisations who have led the way in recent years.

The proposal in a nutshell: Create a global digital mobilisation platform. A focussed and effective activism machine, with content and user experience that is 100% focused on action taking and the results that come from it.

By doing this Amnesty International will become easier to access and easier to engage with, no matter where in the world an individual happens to be. Amnesty International will truly be embracing and empowering supporters to start engaging or to re-engage with crucial and easy-to-understand human rights work – in line with the global engagement pyramid presented in the draft strategy. The likely outcomes include:

- ❖ Increased volume and impact: this content has the power to engage hundreds of thousands of new supporters per case
- ❖ Increased visibility to new audiences: specifically, our successful Human Rights Education initiatives have been a crucial element in the growth of our International Membership base
- ❖ Activism growth: by introducing new supporters to our work we will add volume to our movement and make it easier, cheaper and faster for AI to mobilize on other campaign areas
- ❖ Financial growth: the (regular) supporters acquired through this lead generation process are often cheap to acquire, give higher amounts and have a strong life time value; donors who engage regularly with a cause will have this cause as top-of-mind and have higher loyalty towards this cause
- ❖ Individuals at risk is Amnesty International's traditional terrain and the proposed approach takes the classic letter writing action or petition signing to the global level with agility and speed, and it connects into what people know us for. The priority issues articulated in the draft strategy (freedom of expression, inequality and discrimination) will allow us to build on this work, bringing our classic techniques into some of the key human rights struggles of the 21st century

4. SUMMARY OF SUGGESTED WAY FORWARD

Considering the need to grow as an organisation to deliver on the proposed new strategy for 2021-2028 and to become a financially sustainable organisation – the following principles are being suggested for sections to reflect and provide input on.

Area	Current	Suggested direction of travel	Opportunity	Risks
Global investments (e.g. FIF or a suitable alternative)	Investment level is declining Has been a driver of movement growth	Seize opportunities by shifting a proportion of investments to where marginal returns are better because of significant and reachable growth opportunities. This will require adjustments to the Distribution Mechanism to secure global funding.	10 million invested where 3year ROI is 1 returns 10m 10 million invested where 3year ROI is 3 returns 30m	2017-2018 FIF sections grew 7.8m (12%) compared to 2.7m (1%) for non-FIF sections. this impact at risk if investment level is not increased again At the current level the coordinated investment capacity is too limited to drive the overall fundraising strategy forward.
Top 10 markets	Raising roughly 75% of global income. Group is growing, but if AI USA is taken out then it is declining	Drive growth by optimisations, diversifications and in some cases by shifting inefficient investments to more opportune markets or income streams	Diversification Optimisations, small improvements will translate into substantial contributions	Global income over-dependent upon a small number of sections.
Next 10 markets	Raising 20% of global income. Growth is fast and largest increase. Overlap here with FIF impact.	Seize opportunities by shifting a proportion of investments to where marginal returns are better	Room to grow. Build upon current strong results. Coordinated international investments key to capitalise on opportunity	Missing out on opportunities. FIF investment decline can undermine positive trajectory
Amnesty International Mobilisation Platform	Amnesty International has not been able to reach the 25 million supporter goal.	Create a global mobilisation platform 100% focused upon action taking to add an extra platform for entities and international supporter growth	Amnesty International will become easier to access, easier to engage with – no matter where in the world one happens to be – and Amnesty International will truly be embracing and empowering supporters to start engaging or to re-engage with crucial and easy-to-understand human rights work Funding opportunities are being explored	Internal politics Funding for technology of platform needs to be substantial to ensure that setup will work for entities and IS alike
Legacies	Has increased and averages at 10% of global annual income	Increase investment in key sections in capacity, donor stewardship and legacy marketing	Major potential to increase in the traditional fundraising markets along with aging donor base	Missing out on historic growth potential

<p>High Value : Trusts and Foundations, Institutions, and Major Donors</p>	<p>High value income is delivering an upwards growth trend at the IS and across some priority markets. Restricted programmes of work such as Be There, and increased resource in a limited number of sections are supporting a faster pace of growth.</p>	<p>Need to unlock restraints on high value fundraising at section level where opportunities are in place. Being able to invest internationally in this will enable a quicker diversification and income growth</p> <p>Recognise the potential of High Value and start making strategic investments via an increased FIF.</p> <p>Build on solid growth at the IS and replicate best practice.</p> <p>Ensure that the 'Assessment' system enables restricted income growth, and that the movement starts to invest in systems and tools to manage high value donors and contracts appropriately.</p>	<p>2017-2018 IS high value fundraising increased 2.2m (39%) compared to a decline of 0.4m (-2%) for the rest of the movement</p> <p>Significant, untapped potential in key markets for High Value due to the relative 'youth' of the income channel – it's the newest form of fundraising across the movement.</p>	<p>The movement will continue to be overly reliant on one channel of income if investments are not made in High Value.</p>
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We would like sections to provide their steer on these suggestions. Based on the feedback and level of agreement, a new ambitious fundraising and growth target will be set in the final draft of the strategy. The new target will continue to be developed in close cooperation with the movement and fundraising experts and presented at the Global Assembly.

CONSULTATION SPOTLIGHT

- What is the likelihood of the suggestions above securing more efficient fundraising returns globally?
- How will sections want to ensure that Amnesty International grows in income in their market?
- How can your section contribute to enabling growth in income in your market?
- How can your section contribute to growing where better growth opportunities exist?
- How can a new digital mobilisation platform help Amnesty International to maximise its membership growth and engagement?