



INTERNATIONAL CAMPAIGN FOR TIBET



Multi Year Strategic Plan 2019 - 2021

International Campaign for Tibet Europe

February 15, 2019 – Amsterdam



Introduction

Every organization with long term goals and a critical mission is subjected to an iterative process of planning, evaluation, and adaptation to strengthen the organization, increase the effectiveness of its activities, and realize its objectives. The International Campaign for Tibet (ICT) is no exception.

To structure this process and to ensure external accountability to all its stakeholders conforms to the Central Bureau Fundraising (CBF)'s Recognition Regulations, ICT has developed a process of planning and evaluation in order to fulfil our strategic objectives in the present Strategic Multi Year Plan 2019 – 2021 (SMYP).

The SMYP describes the vision and mission of the organization, as well as our ambitions for the next three years. It reflects upon the context in which our organization operates, its strengths and weaknesses, and provides a detailed account for the overall strategic priorities and resources for the next three years.

While our priorities and work areas remain the same, as ICT is operating in a dynamic environment, the SMYP itself in turn is subject to the cycle of evaluation and adaptation, and this multi year plan will be adjusted according to developments on the ground.

Over the last decade, there has been a marked deterioration human rights in Tibet. Under President Xi Jinping's leadership, China is charting an increasingly authoritarian course in Tibet based on a combination of hyper-securitisation and systematic ideological efforts to obliterate the influence of the Dalai Lama and replace it with compliance to the Chinese Communist Party. China has instituted hardline policies, criminalising ordinary cultural and religious activities, and instilling a deep climate of fear. It is re-shaping Tibet's landscape by removing Tibetan nomads from the grasslands into new urban areas and devastating its fragile high-altitude environment through damming, mining and massive infrastructure construction.

If justice is to prevail, ICT believes not only the Tibetan people, but each of us, as individuals, must stand up and 'speak truth to power'. To follow a non-violent path is not a passive process: it requires courage, commitment, and an agile, strategic approach.

Supported by more than 20,000 loyal donors, ICT Europe is dedicated to make a concerted effort in working towards a lasting political resolution in which Tibet's precious Buddhist culture and unique identity are protected. We must build stronger international support for Tibet with like-minded countries across the world, with institutions, but also with individuals, working together towards common goals.

At the International Campaign for Tibet, we are determined to meet the new challenges we face in serving the Tibetan people, re-evaluating and adapting our approach and strategies in order to tell Tibet's story and ensure its prominence.



Organization

Vision

International Campaign for Tibet envisions a world where the people of Tibet can live in freedom in their own country, according to their unique religion and cultural traditions, free from fear and oppression, and realizing their right to determine their own future.

Mission

The International Campaign for Tibet (ICT) is an international advocacy and monitoring organization working to defend human rights and democratic freedoms in Tibet and to amplify the voices of Tibetans.

Core Values

At ICT we are guided by the wisdom and aspirations of His Holiness the Dalai Lama, notably his concepts of universal values, secular ethics and compassion in action.

Inclusiveness, integrity and transparency: As the largest international advocacy group for Tibet in the world, we take these values seriously in particular with regard to the Tibetan people in Tibet, the values embodied by His Holiness the Dalai Lama, our staff, donors and members. The welfare and safety of our team and contacts, who may face risk given the nature of our work, is paramount and we commit to providing a safe space in particular for our Tibetan staff and assistance in the development of their work and skills.

Fact-based credibility: Our investment in a dedicated tri-lingual research team and production of news and analysis testifies to our commitment to this core value, unique among similar groups worldwide. Our commitment to critical thinking and getting the inside story - with the safety and welfare of our sources paramount - has secured us a position of trust, authority and expertise with our stakeholders.

Agility and responsiveness: Coping with a complex, changing situation in Tibet, we must be ready to respond appropriately and in a timely manner to numerous challenges, and to re-evaluate our commitments and daily tasks consistent with new developments.

Middle way approach: Inspired by the Dalai Lama and universal values, ICT follows a 'middle way' approach, as promoted by the Tibetan government in exile in order to seek resolution through dialogue and peaceful means as a way forward to create beneficial outcomes for all concerned.



Governance of ICT Europe

ICT Europe has a Board that determines the organization's policy and supervises the implementation thereof. The board develop procedures to evaluate its own functioning and effectiveness. The director implements the decisions taken by the Board and is responsible for the daily operations of the organization. For the implementation of the policy, the director has a team of 7 employees (amounting to 4.8 FTE) spread out over the Amsterdam and Brussels office, regularly supplemented with volunteers.

Statutes and General Regulations

The statutes of ICT Europe describe the goal and the most important rules of the organization, together with the responsibilities and authority of the board. These include the basic principles of ICT Europe and its mode of operation. ICT has a management statute in which the structure and responsibilities of the management are outlined.

SBF Code of Conduct

ICT Europe subscribes to the Code of Good Governance of the 'Samenwerkende Brancheorganisaties Filantropie' (SBF – Cooperating Branch Organizations Philanthropy). This code stands for the most effective and efficient development of the social activities of philanthropic institutions. Integrity, quality and transparency are the core values.

GDN Scheme reward directors of charities

This regulation of 'Goede Doelen Nederland' (GDN - Charity Netherlands) sets a maximum standard for the remuneration of directors of charities in the Netherlands. The remuneration of the director of ICT Europe is in accordance with this regulation. This is elucidated each year in our annual report.

Context

The context in which ICT is operating is challenging. ICT intends to amplify the voices of Tibetans inside Tibet as they courageously seek to protect their unique culture and ensure its vibrancy, and to speak at the international platforms that are denied to them. We also wish to represent concerned individuals across the globe who support the ending of injustice in Tibet.

The harsh political climate in Tibet

Year upon year, China is implementing increasingly hardline policies, intensifying its oppression and efforts to silence the Tibetan people. In addition to large-scale and systematic human rights violations, Chinese policies target and undermine unique Tibetan culture, religion and identity, risking its evisceration.



In the latest Freedom House report, Tibet was second only to Syria in its evaluation of the least free countries in the world.

It is a political climate in which even moderate or mild expressions of Tibetan culture or religious practice can be deemed 'separatist', even 'terrorist' and penalised by torture, imprisonment or worse. Oppressive measures have intensified with the imposition of far-reaching legislation, which criminalises even such everyday activities as displaying prayer flags, lighting butter lamps, or even speaking Tibetan.

Growing international influence of China

The Chinese government not only tries to prevent criticism of its policies inside Tibet, but also far beyond its own borders. With large-scale and systematic propaganda campaigns, as well as bribery, intimidation, blackmail, espionage and infiltration, the PRC has dramatically expanded influence operations aimed at supranational organizations, governments, universities, and civil society organizations. The Chinese community abroad, including overseas students, are being pressured to represent the interests of the 'mother country', often blackmailing their family members back home.

Tibet support at the UN, EU, and national governments

The Chinese government has sought to infiltrate and subvert rights institutions and organizations globally. While this has not always led to the challenge it warrants from rules-based democracies – many Western governments - in many spheres there is increasing alarm and opportunities for pushback.

In personal meetings, leading UN officials and relevant government officials acknowledge a human rights crisis and some regard grassroots activism by ICT and other organizations as an invaluable component in influencing governments at higher levels.

has taken China to task resulting in the current 'trade war'. This has provided an environment in which China's rights record and practices is open to challenge, by the United States, including China's oppressive policies in Tibet and in particular the issue of religious freedom. Closer to home, the still seems to underestimate the impact and long-term consequences of China's policies and is struggling to find a coherent China policy.

For ICT, this presents an important challenge in terms of skilfully exposing Chinese authoritarianism, countering China's false narrative on Tibet, and promoting the importance of democracy and human rights as a vital counterweight.

Tibet in the Netherlands

In recent years, the Dutch government appears to have shifted its position on the human rights situation in Tibet, and has outsourced the issue to the European Union or even the UN, in an apparent attempt to avoid criticism from China. In its bilateral relations with China, the government champions a 'quiet diplomacy' that is not supported by robust public statements and avoids openly addressing the human rights situation in Tibet.

Amongst the Dutch, and European, public, Tibet has always enjoyed tremendous sympathy and support. This has provided us over the years with an exceptionally loyal donor base, reserves of goodwill and a steady revenue.



Strength / Weaknesses / Opportunities / Threats

Strengths

Relationship with His Holiness the Dalai Lama

Our Chair, Richard Gere (high Tibet/Buddhist profile and credibility worldwide)

General appeal and inspiration of Tibetan Buddhist culture

Important and inspiring mission

Loyal base of committed supporters

Largest Tibet human rights/advocacy organization

Authoritative and trusted source

No government influence or funding

Successful campaign and fundraising programs

Effective political lobby

Part of solid international organization

Opportunities

China and its policies are coming under increasing scrutiny – backlash and pushback in some areas

Public opinion is in favor of Tibet (freedom, justice, a peaceful solution for a meaningful autonomy)

Global issues such as climate change are pivotal for Tibet and draw attention to the broader situation including human rights in Tibet

Tibet is appealing to a wide variety of audiences

Potential for growth (both politically and in support)

Partnerships with human rights organizations

Relationships with active Tibetan communities worldwide

Weaknesses

Human rights not relevant to China

Limited resources and capacity

Hard to make results tangible and give feedback on outcomes of gifts

Perceived complexity of Tibetan issue

High costs of donor acquisition

Limited engagement with millennials

Limited interest among Chinese in and outside PRC

Threats

Xi Jinping advancing ideological + securitisation agenda in CPC

Dutch and European economic dependency on China

Chinese influence of democratic system and media

Influx new donors is under pressure

High age of the iconic symbol of the Tibetan struggle

Economic situation in the Netherlands

Fierce competition among charities

Cybersecurity breaches



What we do

ICT Europe is part of the broader ICT community, now over 100,000 strong, that connects caring individuals who act for Tibet and peace and justice across the globe. With offices in Washington, D.C., Berlin, Brussels, and staff in London and Dharamsala, ICT Europe is part of a highly dedicated and effective international organization.

ICT monitors the human rights, environmental and socio-economic situation in Tibet and briefs politicians, journalists, and the public with our reports and research to help shine a spotlight on the appalling human rights situation in Tibet.

As the largest Tibet support group worldwide, we are working to keep the issue of Tibet alive on the world stage and realize a negotiated solution for Tibet. We are active at the United Nations, directly challenging China's attempts to block support for Tibet.

We work at the highest levels in the European Union from institutions to foreign ministries and the offices of national leaders, and at the United Nations in Geneva and New York. We mobilize our supporters ensuring the voices of Tibetans inside Tibet are heard and in turn ensuring the voices of our supporters are heard by our politicians.

Promoting self-determination for the Tibetan people through negotiations between the Chinese government and the Dalai Lama, ICT mobilizes individuals and the international community to take action on behalf of Tibetans.

ICT campaigns for the release and safety of political prisoners, knowing the importance of solidarity and compassion for those who can feel most isolated, vulnerable and a burden to their families and friends.

We extend humanitarian assistance for refugees and development programs for Tibetans inside and outside Tibet. We work with a younger generation of Tibetans, training and mentoring the future leaders of Tibet.



Overview Strategic Objectives

Objective 1: Programs

Enhance and develop ICT Europe's priority programs to maximize impact for the Tibetan cause.

Objective 2: External Communications

Modernize internal and external communications to fortify organizational position as an expert on Tibet and provide a global platform for amplifying Tibetan voices.

Objective 3: Partnerships & Relationships

Invigorate and expand strategic partnerships and relationships to maximize ICT Europe's mission impact.

Objective 4: Organizational Development

Develop and enhance organizational structures to maximize organizational capacity, decision-making, and mission impact.

Objective 5: Resource Development

Develop and enhance resource strategies to increase impact and organizational capacity.

Strategic objective 1: Programs

ICT is dedicated to strengthening and developing ICT's priority programs and campaigns in order to maximize impact of our actions and activities for the cause of Tibet, within a framework of planning, evaluation and adaptation.

A key objective of ICT Europe is the expansion of its political and public advocacy program in coordination with our international partners, to influence governments, politicians, and media and raise the issue of Tibet, ensuring Tibet features on the agenda of decision makers.

The ultimate measure of success is the extent to which ICT is able to support Tibetans inside Tibet and strengthen their capacity to protect and maintain their distinct identity and culture against current threats, which His Holiness the Dalai Lama has described as the darkest period in Tibet's history.



The research and analysis work of our highly capable research team not only provides our stakeholders with accurate and up to date information, but also plays a key role in our own decision making process and as such is at the heart of our mission, setting the groundwork for strategic action. ICT Europe is committed to deepening and developing our capabilities in this respect.

China deploys nuanced levels of influence, such as Confucius Institute programs and paid inserts in respected newspapers, with more overt and heavy-handed tactics by the PRC authorities - for instance describing peaceful human rights defenders as terrorists. Countering Chinese propaganda on Tibet and highlighting the reality has become a top priority for all Tibet related human rights organizations and ICT is no exception.

Objective 1.1 Political Advocacy - Strengthen and expand impact of political advocacy in Europe and other geopolitical regions of interest

A core objective of ICT is to inform policy makers about what is happening in Tibet and influence decision-making in ways that can help bring about positive change.

ICT will continue to expand its political lobbying in Europe (EU Member States and supportive non-EU member states like Norway and Switzerland) and at the EU and European Parliament. This includes regularly visits to Foreign Affairs Ministries in EU countries as well as meeting with members of national parliaments. ICT Europe will also join Tibetan delegations in European capitals, and will continue to strengthen its strong relationships with influential and supportive countries like France, the UK, and Germany.

ICT will explore ways to provide a better understanding of the political and human rights situation in China as well as its growing influence in Asia (e.g. India, Beijing, Hong Kong, Japan, South Korea, and Taiwan). In this respect, ICT will organise or join European delegation visits to the Central Tibetan Administration and other Tibetan institutions and settlements in India.

ICT is stepping up work via its UN Advocacy Team, connecting with national governments through their diplomatic staff, creating awareness of and name recognition for ICT, building a common understanding of the situation in Tibet among governments and NGOs, and maintaining international pressure on the PRC. This is done in particular through regular communications towards relevant UN mandate holders and participation in sessions of the Human Rights Council. ICT will continue to organize high-level meetings between ICT's leadership and key figures, such as the meeting of ICT's Chair Richard Gere with the U.N. High Commissioner for Human Rights in 2018 and German Chancellor Angela Merkel in 2017.

Objective 1.2 Tibetan Empowerment – Further develop and build upon programs to empower Tibetans inside and outside Tibet

ICT will continue to ensure Tibetans in Tibet are informed about outside support for Tibet, for instance through Tibetan language news services; in a society in which there is no free expression or access to news, this brings hope and vital perspectives.



Another focus is identifying suitable projects and programs to promote Tibetan language and culture inside Tibet, such as ICT's ongoing support for a Tibetan language for children project.

To increase awareness among young Tibetans, help them present the case of Tibet before various audiences, and help them engage with policymakers, media, and other groups, ICT will strengthen its existing Tibetan Youth Leadership Program and its Tibet Lobby Days.

In order to strengthen cooperation with the Tibetan parliament, ICT will continue to support the World Parliamentarian Conference on Tibet (WPCT), and organize regular visits of Tibetan parliamentary delegations to European countries.

ICT will also continue to organize visits of former Tibetan political prisoners to European countries, as it enables to reach European policy-makers, media and public. ICT's rehabilitation assistance program to provide them with proper tools and advocacy skills to present their case towards governments, media and the general public will be one of the key Tibetan empowerment projects in the coming years.

ICT will continue to assist and stand with Tibetan communities and continue its support for Tibetan language programs for young Tibetans living in Europe.

Objective 1.3: Research and Analysis – Strengthen and expand research and analysis capabilities

ICT is unique among Tibet Support Groups around the world in having its own research and monitoring capacity. ICT's expert monitoring and research team, mainly Tibetan, draws from trilingual open source information, testimony and insights from Tibetans inside Tibet and in exile, interaction with scholars and Tibetologists worldwide, in order to provide breaking news for global wire services, in-depth briefings for governments, and analysis and interpretation of a complex evolving situation for our various stakeholders.

We will focus on the following themes in the next three years in addition to tracking broader trends and developments: (i) Access to Tibet within the principle of reciprocity; (ii) Freedom of religion and belief; (iii) Sustainable development with respect to cultural, livelihood, social, economic and environmental sustainability.

ICT Europe prioritizes the integration of work streams within the organization for instance the alignment of advocacy and development with research and information.

Objective 1.4: Monitor and counter Chinese propaganda on Tibet

Due to China's growing influence in Europe, it has become a priority for ICT to monitor Chinese propaganda on Tibet, and to effectively counter this distorted and biased information, as it is disseminated in Europe at various levels including political spheres, academia, media, via China's One Belt One Road initiative and the 16+1 cooperation framework between China and Eastern European countries.

Official Chinese Tibetan delegations visiting countries in Europe present a twisted view of the situation in Tibet. In order to combat this influence, ICT routinely challenges their



representations by engagement with their European counterparts and providing detailed briefings.

Chinese official media outlets use inserts and advertisements in European media, such as newspapers and TV channels, as a means to spread their propaganda and leverage the trust traditional media in the Europe enjoy as reliable sources of information. ICT will increase its pushback against this unreciprocal practice by raising this directly with the newspapers, policy makers and in the public domain.

Chinese Confucius Institutes use the prestige and trust of European universities and schools to spread Chinese propaganda. These institutes are directly linked to the powerful United Work Front Department of the CCP, which has dramatically expanded its influence in recent years. The language and general history courses of the Confucius Institutes enjoy a far too influential position in the educational system. In recent years, the institutes have come under scrutiny and some countries have started to force these institutes to close their doors. As they present a biased view on the situation in Tibet, we continue to pushback against the existence of these institutes with targeted campaigns to universities, schools, key decision makers, media, and the public.

Strategic objective 2: External Communications

Modernizing our internal and external communications capabilities will play a key role in the development of our organization as an effective voice for the people of Tibet, as well as in consolidating ICT's authority and expertise based on our unique connection to the situation inside Tibet and research work.

External communications covers a broad spectrum, covering our political stakeholders, such as the UN, EU, national politicians and the media, as well as our fundraising, communications, and advocacy messages. In order to have maximum impact as an international organization, it is important to speak with consistency on core issues and achieve effective integration of the different aspects of our work.

In its communications, ICT will focus on elevating Tibet's relevance as a key humanitarian and strategic issue in order to ensure it is taken seriously and prioritised by decision makers and influencers. As these very decision makers are heavily influenced by public opinion and perception, improving our communication and awareness building tools towards our donors, media, and the general public.

Objective 2.1: Speak with one voice, develop coherent messages on core issues, combine forces, improve mechanisms

For maximum impact, ICT Europe will strive to strategize and coordinate internally with our international offices to effectively disseminate our core messages to our stakeholders.



Although at higher levels of the organization basic mechanisms for coordination are in place, we intend to establish, improve and refine systems of internal communication and coordination at every level in our organization in the coming years in order to align our campaigns and messaging on the basis that effective external communications flows from good internal communications.

In order to be able to rapidly and effectively respond to developments in Tibet, the international arena, or at a local nationwide level, ICT will improve and develop existing mechanisms to inform, lobby, and mobilize politicians, media, and the general public.

Objective 2.2: Elevate Tibet's relevance as an issue of humanitarian and strategic importance

ICT will provide platforms for Tibetans to tell their stories, including digital storytelling and images, and train Tibetans in monitoring, research, communication and analysis, providing a unique model that is not being carried out elsewhere.

ICT will actively engage with journalists within Europe and coordinate its international outreach to position program content and messages for specific groups, including Chinese intellectuals, human rights organizations and individuals, and develop new efforts to grow awareness.

ICT will develop new collaborations and alliances in areas of the environment, socio-economic issues, foreign investment, including water resources and nomad displacement and settlement.

Objective 2.3 - Improve ICT's communication and awareness building tools towards ICT members and donors

ICT will increase the overall number of active members in our database ensuring healthy retention and reactivation rates, as well as increase member acquisition through both offline and online outreach.

By developing face-to-face interactions at small gatherings and one-to-one meetings, ICT will develop a broader community of highly engaged major donors through personal connections.

ICT will take action to ensure the long-term health of the donor pool by investing in engaging and cultivating millennials on Tibet.

Objective 2.4: Modernize our communications capabilities and tools

Modernizing our communications capabilities in view of deepening ICT's footprint (increase credibility and visibility), will be a focal point in the coming years. Currently, ICT is in the process of reviewing its online strategies to adapt to the rapidly changing capabilities of



internet and refine the effectiveness of our online outreach. Social media, such as Facebook, Twitter, will play an important role in ICT's strategy to mobilize our supporters and in broadening and diversifying our audience.

ICT will reinforce and modernize the security of its communications on computer, phone, and emails to protect our data and counter the growing threats of Chinese state actors and other types of interference.

Strategic Objective 3: Partnerships & Relationships

Partnerships require clear objectives and understanding of the mutual benefits and expectations. ICT has extensive experience with various forms of formal and informal cooperation with a diverse range of institutions, and will seek to re-evaluate these often in order to find ways to utilize these to their full potential.

As a Tibet related human rights organization, maintaining strong and transparent consultative relationships with the Tibetan Parliament in Exile, the Central Tibetan Administration (CTA), and the Private Office of His Holiness the Dalai Lama (PO), are fundamental considerations in all our activities.

As the activities of many other non-governmental organizations (NGO) and civil society organizations (CSOs) are of direct importance to the situation in Tibet, expanding existing partnerships and identifying and exploring new partnerships at national, regional and international levels will be a primary goal of ICT.

Objective 3.1: Maintain a strong cooperation with the Tibetan Institutions

A strong cooperation with important Tibetan institutions such Parliament in Exile (TPIE), the Central Tibetan Administration (CTA), and the Private office of His Holiness the Dalai Lama (PO) is crucial.

ICT actively cooperates with the various Tibetan institutions (TPIE, CTA, PO) at different levels and in specific programs, providing political and media outreach for them to the UN, EU, national governments, the media and the public at large. From our side, these relations are essential for an effective Tibet lobby and our credibility as an organization in general.

Objective 3.2: NGOs and CSOs – Expand existing partnerships and identify and explore new partnerships.

ICT will reinvigorate its existing working relationships with non-governmental organizations (NGO) and civil society organizations (CSOs) focused on human rights or China, such as Human Rights Watch, Amnesty International, Human Rights in China, and FIDH. We will



explore and where possible initiate new alliances and working relations with NGOs and CSOs in the coming years at national, regional and international levels.

ICT will continue its special partnership with the Australia Tibet Council (ATC). ATC is an active and effective Tibet organization, playing a vital role in keeping the Tibet issue on the agenda of the Australian government, as well as countering the Chinese propaganda regarding Tibet in the Australian society. As ICT has a shared and fundamental interest in its keeping operational activities alive, ICT has been directly funding them in the past and intends to continue doing so, where possible.

ICT believes that the global Tibet campaign movement is most effective when its members work together in a coordinated way. In this light we will continue to work with the International Tibet Network (ITN).

In the coming years, we will identify suitable Tibetan projects in India and evaluate their potential for expansion into Europe. Currently, a suitable candidate would be the Secular Ethics program at the Dalai Lama Institute for Higher Education in Bangalore, India, which may be of interest to educational centers in Europe.

Objective 3.3: Government, Political Parties, and Parliamentarians Outreach

ICT will reach out to EU countries and regions, and strengthen ICT's current working relationship with governments, political parties, and parliamentarians, especially where there is currently no presence or effective Tibet lobby.

Members of parliament in governments throughout the the EU have organized themselves around their concerns over Tibet, serving as advocates for the Tibetan people, addressing Tibet-related issues to their own governments. Strengthening and improving these networks will continue to be a top priority for ICT.

With our excellent research and information capabilities, ICT intends to maintain and strengthen its role as a trusted and reliable source of quality information to our stakeholders. Important stakeholders include national governments, inter-governmental organizations like United Nations (UN), the Inter-Parliamentary Union (IPU) and the Community of Democracies.

Besides our monitoring and analysis, a well developed quality assurance process plays an indispensable role. For ICT, it is essential to retain this unique position of trust we have been enjoying from our stakeholders, which is an essential requirement in our ability to influence outcomes.



Strategic Objective 4: Organizational Development

Restructuring of organization

In order to maximize organizational capacity and increase its effectiveness in implementing its goals, ICT Europe is in the process of restructuring the organization, a process which will take place in the coming years.

Strengthen interoffice communication

Internationally, ICT Europe will work together with other offices in the U.S. and Germany to strengthen the international governance and communication at board level through its existing International Coordination Council.

At director level, ICT will strengthen its decision making process and information sharing by evaluating and improve the functioning of its Coordination Council.

Staff and volunteer training

To maximize the potential of its staff and volunteers, ICT will evaluate and enhance its training and development program for staff members and volunteers where possible.



Strategic Objective 5: Resource Development and Fundraising

The purpose of ICT's fundraising is to raise the necessary funds to support its activities to defend human rights and promote democratic freedoms for the people of Tibet. In recent years the income from fundraising activities have declined. This is possibly a result of several factors, such as increased competition among charities for charitable givers, reluctance with policy makers and the media to upset China, and a decline in interest in the Tibetan cause in the Netherlands due to the perceived intractability of the issue. As a consequence, ICT faces the challenge of an ongoing natural donor attrition and insufficient inflow of new donors to compensate this.

Strategic objectives

To achieve stabilization on fundraising income in the next years, ICT has set a number of strategic objectives:

1. *Increase visibility and awareness of ICT and Tibet*
2. *Increase influx*
3. *Optimize revenue*
4. *Rapid response fundraising*

1. Increase visibility and awareness of ICT and Tibet

China is silencing news from Tibet and aggressively pursues media and organizations that are critical of its repressive policies in Tibet. As a result, the Dutch public are increasingly unfamiliar with the situation in Tibet or, over time, their attention has shifted away. In order to raise funds effectively, donors and potential donors should be made aware of the importance and urgency of the situation.

In order to generate more awareness for Tibet, ICT will carry out integrated multi-channel campaigns, connecting to actual events happening in Tibet, and global or local events. ICT will develop a robust publicity plan with quantified objectives, including communication plan and a rapid response plan, which will enable us to react to breaking news and global events of relevance with the aim of increasing impact and integration of our messages across platforms.

To create awareness about the situation in Tibet and reach our pool of potential donors, it is important to gather insight into what works and how to best to sway people to become donors. For this, ICT will carry out interviews of donors, ex-donors and potential donors. This will help us to make better informed strategic decisions around creative channel outreach and acquisition efforts and further grow a robust and sustainable direct response program.



ICT will also utilize our new website, a related new ICT blog and social media, to create content targeted to arouse people's interest in Tibet.

ICT will also look into how to generate news itself by acting as voice for Tibetan people, for example by conducting publicity polls among the Dutch public.

2. Increase influx

To stem the decline in revenue and create sufficient influx of new donors, besides recruiting new donors, ICT will also focus in the coming years on reactivating former donors as well.

Besides integrated multi-channel campaigns and creating content, ICT will launch its new website in the first half of 2019. The user-friendly website will be geared towards conversion and help to increase the number of new donors.

3. Optimize revenue

To increase income ICT will optimize the current fundraising activities and will develop new activities specially targeted towards the different donor groups:

Regular donors

Income of monthly givers are an important source of income for ICT. To strengthen its base of monthly givers program, ICT will develop a plan to acquire more monthly givers.

Furthermore, due attention will be given towards increasing loyalty and retention of existing donors.

Middle donors

In our current fundraising program ICT services middle donors via its regular donor program. ICT will create a strategic program to increase the loyalty and revenue from this group. The middle donor program will be a especially developed set of initiatives to increase commitment of existing middle donors, as well as cultivate regular donors into middle donors.

Major donors

For major donors, ICT will create a customized program. In this program, the focal point will be primarily on a personal connection. Developing a broader community of highly engaged major donors through personal connections via face-to-face interaction at intimate gatherings and one-to-one meetings. As ICT US has a fully-fledged major donor program, ICT will carefully study their program and implement and adopt where appropriate.

Legacy fundraising

ICT's legacy program is called the 'Mandala Society'. In 2017 and 2018, ICT made a start in legacy fundraising by having interviews with potential legators. In the coming years, ICT will develop specific content for the Mandala Society and will promote this special program among our current donors. Personal connections will play a key part in this program.



Diversification of fundraising

Over the years, ICT has put considerable effort in raising funds via selected institutional donors. Though from some perspectives the issue of Tibet is a difficult proposition for institutional funders, ICT will further explore possibilities to raise income from institutional donors. Tangible cases-for-supports will be developed and relationships with potential institutional donors will be cultivated. It is the intention to find two institutional donors within a three-year period.

4. Rapid response fundraising

In line with the strategy to increase visibility and act as a voice for Tibetan people, ICT will to develop guidelines for rapid response fundraising, connecting to actual events as they are unfolding on the ground in Tibet or China. A Rapid Response Fundraising Strategy which will result in a script on how to respond and set up fundraising campaigns quickly after sudden and unforeseeable developments.

Framework challenges

To be successful in fundraising, raising awareness for the situation in Tibet within the Dutch population is vital. As actionable news from Tibet is scarce, journalists are unable to visit Tibet, and politicians and media are reluctant to endorse Tibet for fear of the Chinese aggressive policies towards anybody critical of its policies in Tibet, this will remain a challenge.

ICT's management is continuously evaluating and adapting its fundraising strategies and processes to optimize the objectives of increasing influx and optimizing income. To help realize its ambitions, ICT will invest in a couple of basic internal conditions. Besides addition of a new fundraiser to the team, ICT is also reviewing extension of the management at director level. The strengthening of our staff will help to build up more personal relationships with major donors, legators and institutional donors.

In the coming years, ICT probably has to replace its Customer Relationship Management-system as the current system will be no longer supported and is due to be phased out in the next few years. ICT will look for a new CRM-system more inline with its current requirements and demands.

New legislation (such as GDPR) and fundraising codes may affect fundraising forecasts. It is difficult to ascertain which effects the phasing-out of payment systems (e.g. acceptgiro) on the one hand, and the introduction of new systems (PSD2/Apple/Google pay) will have on fundraising.



Budget 2019 - 2021

ICT raises funds solely from private donors. The revenue of fundraising is a little above 1 million euros per year. The money raised is spent on five main categories of activities: Tibetan empowerment, lobby activities, creating awareness about the situation in Tibet, the investment in fundraising and management and administration. Please find the breakdown into these categories below.

For the coming three years, the main objectives are to stabilize and grow the income from private donors, to raise awareness about the situation in Tibet and to strengthen ICT's advocacy work for human rights in Tibet.

ICT has made available additional funds from its reserves to support particularly important projects, such as initiatives to preserve Tibetan language, assistance to political prisoners, both inside and outside Tibet, and investment in organizational capacity. These investments explain the negative balance of income and expenditures.

In the overview below, a comparison is made between the main benefits and expenses of the 2017 realization, the 2018 forecast and the 2019 budget (amounts x € 1.000).

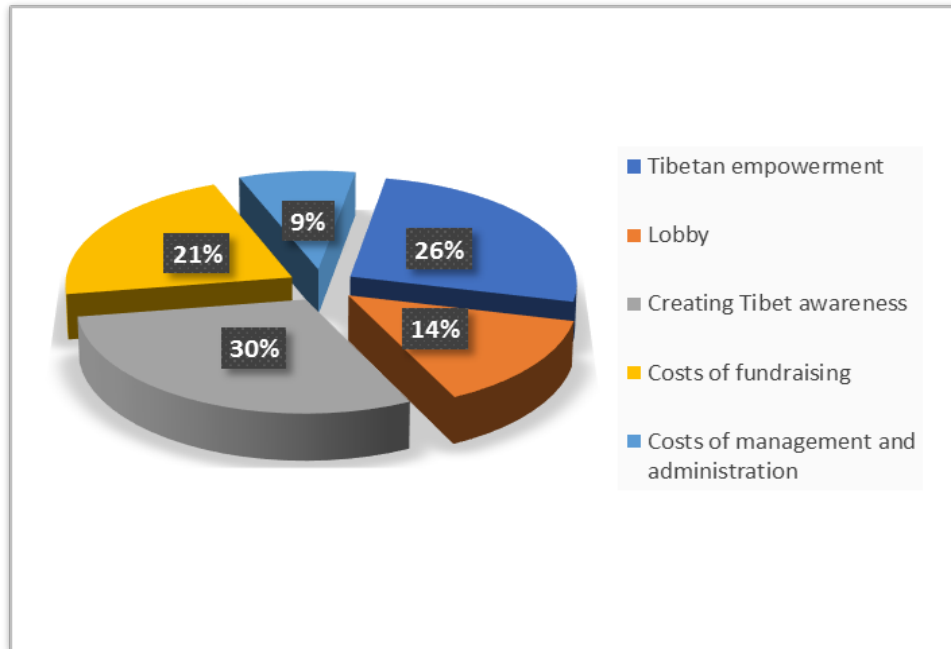
	Realization 2017	Forecast 2018	Budget 2019
<u>Benefits</u>			
Revenu from own fundraising (private individuals)	1.199	1.178	1.159
<u>Expenses</u>			
Tibetan empowerment	414	336	384
Lobby	137	242	207
Creating Tibet awareness	440	425	437
Total expenses Tibetan empowerment, Lobby and creating Awareness	991	1.002	1.028
Costs of fundraising	254	286	317
Costs of management and administration	122	132	130
Costs of fundraising, Management and Administration	376	418	447
Total expenses	1.367	1.421	1.475
Balance of income and expenses	-168	-243	-316
<u>Expenses in percentage of the benefits</u>			
Expenses creating Tibet awareness	82,66%	85,09%	88,68%
Costs of fundraising	21,18%	24,28%	27,36%
Costs of management and administration	10,17%	11,21%	11,22%



For the coming years, the ambition is to increase the income from own fundraising. However, please note, that in the first few years a slight decrease in income is expected, which is projected to stabilize in the years after. In the next three years the expected income is as follows (amounts x € 1.000).

Forecast 2019	Forecast 2020	Forecast 2021
1.159	1.148	1.144

The total costs of NSICT in the budget for 2019 can be distributed as follows:





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(Tashi Deleg)