

Longterm Strategy

for the Nederlandse Stichting International Campaign for Tibet (hereafter ICT Europe)

ICT Europe's purpose is to support the Tibetan people in their struggle for freedom. It is based on the conviction that the Tibetan people must decide freely about their future. The means of advocacy that ICT Europe uses are non-violent and inspired by the vision of H.H. the Dalai Lama.

This strategy paper includes a plan for the **organizational development** of the organization and **the financial strategy** for the coming years up to 2028.

Plan for the Organizational Development

Three guiding principles were developed during the Board Retreat. They form the basis for the further development of ICT Europe's future fields of work:

- Transition from an established to a modern/professional organization
- Strategic response to the changing political landscape in Europe and
- One ICT: the continuous reflection and strengthening of this idea.

These three areas of work need to be actively addressed at the board level of ICT Europe, in fundraising, internal organization as well as at the programmatic level. Furthermore, important perspectives for the international Presidency also emerge from this result, which will be a useful contribution to the broader discussion in the ICT family. The new president must play a central leadership role in this triangle of issues and add value, with his/her human and leadership qualities (Image 16).

Transition to a professional organization

Since its foundation, ICT has strived for professional development and has also set standards for this within the Tibet movement. An important part of the challenges that ICT Europe has experienced in recent months, can be traced back to such transition phenomena on the governance as well as on the operational level.

Successful transition to a more professional organisation with clearer, formalised, accountable and transparent decision making and a more secure and predictable income base requires a board with diverse talent. The financial uncertainty must be transformed into a secure, predictable and controllable development through well thought-out financial and fundraising planning. The ICT leadership needs to avoid randomly renegotiating the rules of the organization. The goal is, however, to establish a "learning organization" to help the staff to realize their full potential, and replace ad-hoc activities with pursuing of long-term goals. Leadership no longer relies on a dominant mother or father figure, but explains its policies and is accountable. Finally, the goal is to create an organization that is working with skilled staffers who are recruited based on clear duties and responsibilities defined in the job description which tells the applicant what her/his roles may involve or require and lays the foundation to facilitate ongoing performance management. This will help the organization to be more effective overall. Employees draw their motivation from the goal of the organization and this work environment. Finally, as a value-based organization, it is essential that ICT credibly lives its human rights, social and environmental values.

Strategic response to the changing political landscape

The political and socio economic landscape around ICT changes dramatically. ICT should focus on its strengths. ICT can point to a just cause. The Dalai Lama, non-violence and justice are strong arguments. The Tibetans engender goodwill and respect. These are important strengths.

In a changing environment we need to take advantage of the many opportunities that are opening up for it. We want to become an organization that acts professionally, is agile so it responds to emerging opportunities and is ready to let go of activities and priorities if needed.

China as an opponent also arouses increasing mistrust and the Western countries, especially in Europe, are in the process of rethinking their attitude towards China. In the area of environment (climate and biodiversity), Tibet offers important entry points for a conversation and advocacy work. Likewise in the area of security. Tibet and the Tibetans can position themselves as important partners for a safer world.

Within the framework of such a process, it is also important to identify the right partners and to win them over for our work. At project level, internal organization or also for the political-strategic level, such actors were identified during the retreat and will be elaborated on. ICT shall play an important role as a source of reliable and competent information to the outside world and a valuable partner in the process of interactive policy making in partnership with the CTA. Moreover, it will remain our responsibility to fill in and bridge the political gaps, based on our strategic priorities.

Fundraising has a strategic function for the organization. Board and operational leadership must ensure that, unlike political work and formats are developed that lead to sustainable growth. The necessary investments for this must be made immediately.

One ICT

The future One ICT ("ICT family") shall be defined by a common value proposition, strategy and objectives and common institutional goals. The definition of the tasks of the new president of ICT will play a central role. It must be a person who not only has the professional qualifications, but above all has the multi-layered personal qualities to carry out this integration work successfully.

Next Steps

At the end of the three-day retreat, the participants had to answer the question of what the three most important learning points had been and what next steps are required.

For ICT Europe and the Board's development, the following issues were identified as urgent.

- Renewal and professionalization of the board; skills and tasks for new members, implement committees and an executive board.
- Director is tasked to implement a plan that combines both short and long term perspectives.
- In fulfilling its governance duties, the Board must be responsible for political guidance and always take a helicopter perspective.

A global framework and more unified strategy shall be defined for the development of the ICT family.

- ICT US, ICT Europe and ICT Germany needs must be substantially reflected in the resolution of the presidential question.
- The common framework must be managed by all responsible parties. Internal communication must move away from coordination to holistic planning.

For the political work

- ICT as a whole needs to position itself as valuable partners to its many stakeholders
- Actively seek a trustful and collaborative relationship with CTA leadership
- Develop a short and long term plan for advocacy work

Finance Strategy

The International Campaign for Tibet has prepared a multiyear budget that outlines its projected income and expenses from 2023 to 2028. The budget provides a detailed breakdown of the expected revenue from various sources, including own fundraising, sales, and legacies and non-fundraising activities.

Similarly, it also outlines the anticipated expenditure, which includes the costs of fundraising, creating Tibet awareness, and management and administration.

The budget shows that the organisation expects to generate increasing revenue over the years, with a total income of €1,093,599 in 2023 and €1,794,653 in 2028. However, the expenditure is also expected to rise over the years, reaching €1,607,927 in 2028. As a result, the organisation expects to have a deficit in the first few years of the budget but hopes to have a positive balance by 2026.

The International Campaign for Tibet is a non-profit organisation that advocates for the rights of the Tibetan people. The multiyear budget is an essential tool that enables the organisation to plan and allocate its resources effectively. By analysing the income and expenditure projections, the organisation can make informed decisions and take measures to ensure the sustainability of its operations.

Multi Years Budget of ICT Europe from 2023-2028

BUDGET 2023-2028						
Income	2023	2024	2025	2026	2027	2028
Revenue from own fundraising	€ 1,023,599	€ 1,138,293	€ 1,243,422	€ 1,358,259	€ 1,455,356	€ 1,550,730
Sales	€ 20,000	€ 30,000	€ 33,000	€ 36,300	€ 39,930	€ 43,923
Legacies and Non-Fundraising activities	€ 50,000	€ 100,000	€ 150,000	€ 200,000	€ 200,000	€ 200,000
Total income	€ 1,093,599	€ 1,268,293	€ 1,426,422	€ 1,594,559	€ 1,695,286	€ 1,794,653
Expenditure						
Total expenditure creating Tibet awareness	€ 127,366	€ 127,366	€ 127,366	€ 127,366	€ 127,366	€ 127,366
Costs of fundraising	€ 637,849	€ 664,380	€ 671,567	€ 679,512	€ 685,957	€ 703,131
Costs management and administration	€ 800,691	€ 661,957	€ 706,541	€ 729,350	€ 752,969	€ 777,430
Total costs	€ 1,565,906	€ 1,453,703	€ 1,505,474	€ 1,536,228	€ 1,566,292	€ 1,607,927
Balance of income and expenditure	€ -472,307	€ -185,410	€ -79,052	€ 58,331	€ 128,994	€ 186,726
Financial income and expenditure						
Result	€ -472,307	€ -185,410	€ -79,052	€ 58,331	€ 128,994	€ 186,726