

Amnesty International USA

Repositioning an Organization for Sustained Growth

Summary:

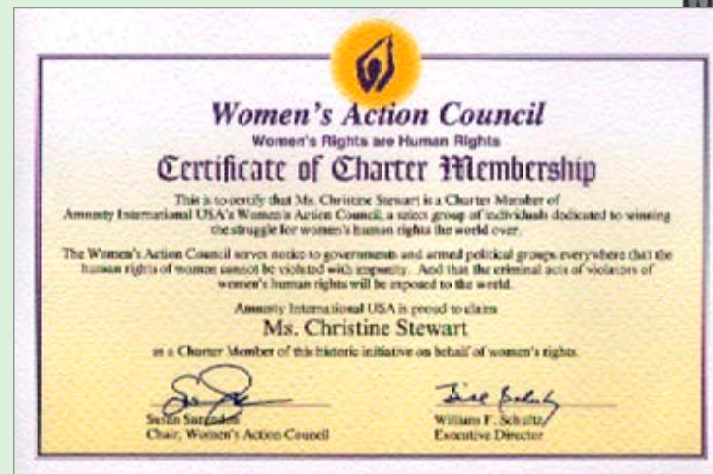
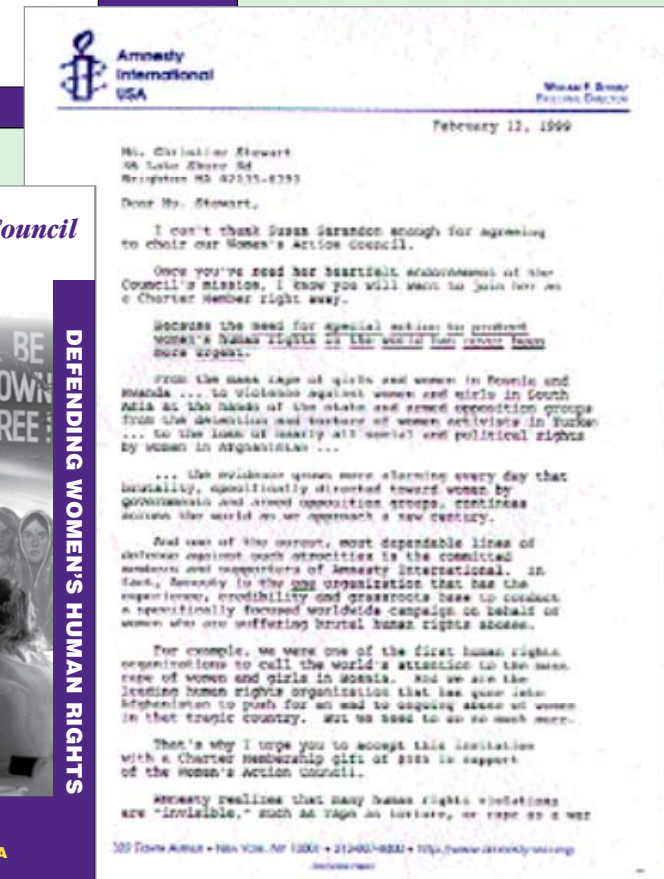
When Amnesty International and CMS began our fundraising and marketing partnership in 1984, Amnesty had roughly 100,000 members who produced less than \$4 million in net income. Just two decades later their membership had more than tripled and their net income stood at approximately \$20 million — a five-fold increase.

Amnesty was able to increase its net income so dramatically by upgrading the size of members' gifts and increasing the number of gifts given per member. This was accomplished through the introduction of a new high-dollar program, a retooled monthly giving program, and the launch of a "renewable fund," the Women's Action Council (WAC).

The Women's Action Council was designed as an "internal, renewable fund." By this we mean members of WAC receive a special renewal series — in addition to their basic Amnesty membership renewal — that solicits gifts above and beyond their annual support of Amnesty. It is the second renewal aspect

of the program that makes it a profitable and effective donor development program. In addition, the program was given its own look and feel in terms of logo, letterhead, and design so that it would be perceived as a program separate from Amnesty's other general programs.

Amnesty's success with increasing the value of its members through upgraded gifts, monthly giving, and special funds demonstrates that the net income a program generates is more a function of donor development strategy than simply the size of its membership base.



Susan Sarandon

Dear Amnesty Member,

I've played a lot of roles over the years. But few have been as important as the one I've taken on by writing to you today. Because this first I'm not acting.

I'm writing about real life. And I'm going to ask you to imagine for a few moments that you are a woman in Colombia, Kosovo or Turkey:

It's night. You just got home from a community meeting. Suddenly, armed, uniformed men smash in your door.

Would you dial 911? No, because in these countries 911 is a meaningless number.

They grab you and, beating you, drag you out into the darkness. You scream with all your might. But your screams are in vain. Because your neighbors are afraid to get involved by calling the police.

Even more horrifying, your frantic screams may well be the last sounds anyone ever hears you make.

I don't wish I could tell you that what I've described is nothing more than the fevered imaginings of a comic scriptwriter.

But the truth is, this scene is not fiction.

It happens all too frequently in countries across the world. It happens to women who, because of their activism for equality, social justice or human rights, become prime targets of tyrants and oppressors. And it is made worse by official tolerance of discrimination towards women - which condones violence against them with virtual impunity.

As a matter of fact, in just the brief time it's taken me to write these few paragraphs, too many women have been whacked or raped - humiliated, degraded and violated either directly by government agents or by human rights abusers whose acts are tolerated by government officials - in a hail of war or as punishment for standing up for women's rights.



Women's Action Council

Women's Rights are Human Rights

DEFENDING WOMEN'S HUMAN RIGHTS

Millions of women around the world are regularly subjected to terror and deprivation that demands that we fight for justice. Year in and year out, women suffer every abuse known to the modern world. They are raped. They are burned. They are tortured and killed.

Human rights violations against women are rampant partly because they are often largely hidden.

But Amnesty has revealed the truth that...

- most human rights casualties of war are women and children ...
- 80% of the world's refugees and displaced people are women and children ...
- 80% of the world's poor and oppressed are women and children.

The deliberate violation of women's human rights is increasingly a central part of military strategy in armed conflicts all over the world. But responsibility for abuses against women goes beyond governments. Armed opposition groups have also adopted methods of repression and terror that involve deliberate killings, rapes, hostage-taking and the treatment of women as the "spoils of war".

The number of women and children who are known to be refugees has soared to more than 16 million. Most have been forced to flee armed conflicts or civil wars in their home countries. Refugee women are particularly vulnerable both during flight and in refugee camps, where they are often attacked by bandits, security forces and even male refugees who may regard them as "common property".

Marginalized by society, these women usually have little access to official channels to seek redress for violations of their human rights. When they do go to authorities for help, they often are further abused by the very officials who should protect them.

Despite unequivocal United Nations declarations of support for women's human rights from both the 1993 World Conference on Human Rights and the 1995 World Conference on Women ...

... a majority of governments are still unable or unwilling to guarantee women the social, economic, cultural and political rights to which they are entitled.

Therefore, in addition to our bedrock commitment to help free women prisoners of conscience the world over, the Women's Action Council calls on all of the world's governments to:

- ✓ Safeguard women's human rights during times of armed conflicts.
- ✓ Prevent human rights violations against women refugees, asylum-seekers and displaced women.
- ✓ Protect women from torture, and other abuses that are commonly gender-specific by agents of governments or paramilitary groups.
- ✓ Eradicate legal and societal discrimination which denies women their human rights.
- ✓ Promote women's rights as human rights through the development of law enforcement and governmental policies and programs for education, training and consciousness-raising.
- ✓ Forbid the imprisonment of women for exercising basic rights and freedoms enjoyed by men.
- ✓ Prohibit women's persecution by government officials or opposition forces because of their relationships to the men that the agents are after.
- ✓ Guarantee political asylum to women fleeing unjust imprisonment, torture (including rape) and other forms of violence like genital mutilation or possible "disappearance" or execution.
- ✓ Ratify and implement international treaties for the protection of women's human rights, including the U.N. Convention on the Elimination of All Forms of Discrimination Against Women.
- ✓ Establish a permanent International Criminal Court with a mandate to prosecute - with equal vigor - human rights violators who commit gender-specific crimes, such as rape or causing pregnant women to miscarry.

Amnesty's Women's Action Council is dedicated to taking special action to overcome this debilitating reality of women's lives, and to winning the struggle for the universal, inalienable rights of all women.

Women from the Women's Development Forum in the Bangla Motor Area, Dhaka, in Bangladesh protest against the talwar (a stone-imposed death sentence) against women. © The Daily Star

Amnesty International USA

Results:

- ✓ The Amnesty direct mail major donor program now accounts for 30 percent of its net revenue, while representing less than 3 percent of the total membership. More importantly, this direct mail program has become an important, integrated, upgrade track — moving potential major donors into the personal solicitation program.
- ✓ Amnesty has also invested in building of its own monthly giving program which now represents roughly 7 percent of the membership file and approximately 20 percent of the net income.
- ✓ Finally, the Women's Action Council built a constituency of motivated donors whom are receptive and supportive of Amnesty's work on behalf of women.

Component	Specs
Outer Envelope	6 x 9, CF
Letter	8.5 x 11, 1 sheet/2 page, 60# white offset stock, 1/2, personalized
Sarandon Letter	8.5 x 11, 1 sheet/2 page
Insert 2	11 x 17, 3/3
Certificate	8.75 x 5.75, personalized
Reply	8.5 x 5.5, personalized, perf-out membership card
Reply Envelope	8.5 x 5.625, CF, 1/0, 20# ww, SRE/BRE