

ALL OUT

STRATEGY

2016 - 2019



Photo: Mathias Wasik

INTRODUCTION

In 71 countries across the planet, it is illegal for LGBT people to express their love, their sexual attraction and their identity. In many more, LGBT people face appalling discrimination and exclusion. Across the world, many powerful religious and political forces regularly incite hatred and violence against LGBT people. Those responsible for attacks on LGBT people often enjoy impunity.

The LGBT movement has been fighting back against this elemental injustice for over half a century and it has achieved incredible results. So many of our sisters and brothers have staked their safety, dignity, family and even their lives. In many places across the world, LGBT rights are now recognised because of their dedication and sacrifice.

LGBT rights today are a 'lightening rod' for the kind of world we want to create for the early twenty-first century. One based on love and the celebration of difference. Or one based on fear, hate and the exclusion of the 'other'.

This three and a half-year strategy outlines how All Out will play its part in a large, diverse and intersectional international human rights movement working towards that better version of our world. The strategy outlines an aspirational direction of travel rather than a concrete activity plan. Activities, outcomes and impact will be covered by a yearly operational plan that will be able to respond to the key dependencies of 1) changes in the external LGBT landscape and 2) the reality and potential limitations of All Out's funding.

ALL OUT'S ROLE

The global LGBT movement is vibrant and diverse. Hundreds of local, national, regional and international groups work to fight homophobia, transphobia and discrimination. The greatest impact is often achieved when these groups pool diverse skills and experience and act together.

Through this strategy, All Out will position itself to fill a number of critical gaps in this global movement. The strategy describes how we will contribute our skills and expertise in digital communications and mobilisation to provide some of the many still needed ingredients to 'bake the cake' of successful and positive human rights change for LGBT people everywhere.

The critical gaps that All Out will play a role in filling include:

- Providing low-threshold and easy access ways for millions of ordinary citizens to add their voice to campaigns for LGBT equality.
- Expanding 'the market' for LGBT campaigning by bringing new, diverse audiences and activists to the fight for LGBT equality. Half of All Out's database of millions self-identify as straight allies. This support

can be an invaluable boost to shifting hearts and minds; and eventually laws.

- Telling stories of LGBT people, their families and their allies in an accessible, compelling and emotionally impactful way.
- Offering a platform for the powerful expression of international solidarity to boost and embolden LGBT activists in some of the most difficult regions in the world.
- Delivering best-in-class digital campaigning, mobilisation, story-telling, technology and skills to the LGBT sector around the world.
- Connecting All Out's large global membership with front line battles for LGBT rights: through campaigning, solidarity, volunteering and crowd-funding.
- Innovating new channels, communications approaches and digital campaigning tactics to ensure that the momentum towards growing acceptance is maintained.

VISION

All Out is a movement for love and equality. We are thousands of people of all sexual orientations and identities from across the planet, turning solidarity into action. We work to build a world in which nobody has to sacrifice their family or freedom, safety or dignity because of who they are or who they love.

MISSION

All Out uses the power of digital technology to fuel LGBT activism across the world. Through respectful partnerships, we connect millions of ordinary citizens so that they can take action on, or donate to, campaigns for LGBT rights. Through collaboration, we raise the volume of local, national, regional and international campaigns. We do this work because we want to help create a world of true equality, get a fair deal for LGBT people everywhere and end bigotry and discrimination.

THEORY OF CHANGE

The power of ordinary people to change the world sits at the heart of our theory of change.

We use digital communications, campaigning and mobilisation to channel this people power and believe that this online activity has real world impact in changing laws, ending discrimination and opening hearts and minds.

We connect activists and the broader public, providing an opportunity for people to stand together in common cause on LGBT rights.

STRATEGIC OBJECTIVES

1. ALL OUT WILL BE A PEOPLE-POWERED AND PEOPLE-FUNDED ORGANISATION

At the heart of All Out's mission is people power. We will build on our track record of mobilising millions of citizens to achieve positive change for LGBT rights. Our campaign signature will be the ability of ordinary people to come together and demand positive change for LGBT people.

All Out will shift its current funding portfolio so that – by the end of 2019 – at least 70% of our budget comes from our membership. This will strengthen the financial sustainability of the organisation, enabling longer-term planning, and will reduce the temptation to be donor, rather than program driven.

We will grow our email lists and our social media engagement, and ensure that we motivate a critical mass of core activists and donors to provide sustainable and long term support.

These initiatives will align our funding with our theory of change, bringing ever more ordinary citizens into

the global movement for LGBT rights and giving our members and partners a loud and clear voice in our on-going strategic development.

This will be achieved by:

- Significant year-on-year increases in dedicated membership marketing investment, seed-funded by donations from individuals, foundations and corporates.
- An on-going testing program, to include new channels (such as SMS and telemarketing), new communications content (such as more direct and challenging e-mails) and new formats (such as increased use of video).
- Improvements to supporter care and back-end processes (such as the introduction on online profile functionality, the introduction of direct debit and improved processes for welcome and re-engagement), making our activists and donors proud to be part of All Out.

2. ALL OUT WILL EMPOWER GRASSROOTS LGBT ACTIVISM AROUND THE WORLD

At the local, regional and national level, in the Global North and in the Global South, All Out will ensure that grassroots LGBT activists have the capabilities, capacity, technology and available audience to achieve impact.

We will flex our approach to this objective in each annual operational plan. Likely approaches include opening up control of our technology platform, targeted digital capacity development work and connecting our membership to grassroots work through crowd-funding.

These initiatives will further strengthen a global community of LGBT activists and citizens, creating an arc of solidarity across the world and enhancing the sustainability of the global movement.

3. ALL OUT WILL PLAN AND IMPLEMENT AT LEAST ONE THEMATIC OR REGIONAL PROGRAM EACH YEAR DURING THIS STRATEGY.

Thematic or regional programs will be ‘containers’ which we will fill with effective, longer-term and sustainable campaigning. They will include primary research, a political strategy, multiple tactical campaigns, strategic partnership with peer organisations in the movement and a media / awareness raising strategy. They will enable All Out to achieve a more significant impact than is possible with an exclusively rapid response model.

In 2016, All Out will work on a regional European strategy designed to counter the development of conservative narratives around the concept of family.

This objective will be achieved by:

- Dedicating Campaign Team resources for longer-term program planning and developing team skills in policy, research and advocacy.
- Actively seeking to engage peer movement organisations in strategic partnerships.
- Pitching proposals to foundations and other high value funders for regional or thematic programs.

TACTICS AND IMPLEMENTATION

- An approach to our campaign portfolio that combines decriminalisation and anti-discrimination campaigns with work on ‘enhanced’ LGBT rights such as marriage and adoption.
- A more active and participatory role in the global LGBT movement, including the deepening of long- term partnerships with activist organisations and a collaborative approach to international LGBT groups.
- A shift in All Out’s communications approach that will enable us to achieve more effective cut through. We will leverage our large audience and our narrative skills in order to make stories of LGBT equality globally famous. This will include a shift to the generation of more original content to support our campaign voice, especially video collateral, but also more blogs and op eds. It will also include a more direct and confrontational approach to opponents and campaign targets and an expansion of the communications essence of love and family to include less hetero-normative communications approaches such as the right to have sex.
- A conscious approach to engage collaboratively with people of faith who support LGBT equality across our campaign portfolio.
- Seeking and activating intersectional alliances (particularly with the gender and racial justice movements and also – post-Orlando – with gun control groups).
- Working within budget constraints, we will make a conscious effort to diversify the geography of our supporter base, focusing especially on Eastern Europe and the Global South. This will serve both to increase out legitimacy and will contribute to our membership growth ambitions.

A young man and woman are smiling and hugging each other. They are holding a large white sign with French text. The man is on the left, wearing a dark jacket. The woman is on the right, wearing a patterned scarf and a dark jacket. The background is a blurred crowd of people, suggesting a public demonstration or event. The entire image has a red color overlay.

ÉGALITÉ pour
TOUTES
LES FAMILLES

ALL OUT
#ManifPourlÉgalité



TITAN

MARCH
like...

Photo: Mathias Wasik

ORGANISATIONAL ENABLERS

- The convening of an All Out Advisory Council to advise on campaign and partner selection, thematic focus and funding allocations (but not to make final decisions).
- A more 'open source' approach to All Out's global work, encouraging peer and partner input and collaboration on campaigns and projects.
- A move towards virtual decentralisation with regional staff becoming strong representatives of All Out in multiple locations across the world.
- A transparent, flexible, collaborative working culture that respects work/life balance.
- HR policies and practice that support the above and foster professional and personal development for our staff.
- A commitment to diversity and inclusion.
- A 'no exceptions' approach to accuracy (but not impartiality) in our communications.
- A fundraising strategy that combines unrestricted low dollar contribution (especially sustainers), crowd-funding for specific projects, major donors, foundations and corporates.
- Transparent and fit-for-purpose finance systems and reporting.

ALL OUT

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