RESOURCING ON OUR OWN TERMS:

FUNDING THE MOVEMENT TO ABOLISH THE DEATH PENALTY

Arielle Edelman McHenry
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WORLD COALITION
AGAINST THE DEATH PENALTY

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The World Coalition Against the Death Penalty is an alliance of more than 200 NGOs, bar associations, local bodies and unions. The aim of the World Coalition is to strengthen the international dimension of the fight against the death penalty.Its objective is to obtain the universal abolition of the death penalty. To achieve its goal, the World Coalition advocates for a definitive end to death sentences and executions in those countries where the death penalty is in force. In some countries, it is seeking to obtain a reduction in the use of capital punishment as a first step towards abolition.

ACKNOWLEDGEMENTS

This report is dedicated to the at least 2,707 people known to have been executed in 2025.

I am grateful for the time dedicated to the survey completion by members of the World Co-alition Against the Death Penalty, who stepped away from their critical work to participate in this research.

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1.

INTRODUCTION

1. INTRODUCTION

This report uses a few different terms to refer to the practice of civil society organizations generating funds that do not come from institutional donors:

- **Autonomous resourcing**: "Financial, human, and material resources that movements self-generate outside the institutional funding landscape to power the liberatory aims of their organizing." Autonomous resourcing is "rooted in feminists' passion for justice, wisdom, expertise, relationships, solidarity, creativity, and collective care."[4]
- **Innovative fundraising**: The term used in the survey. There is no universal, standard definition of innovative fundraising, but it generally refers to approaches leveraging technology and communities of supporters. Examples include crowdfunding, membership dues, and sharing short films on social media.
- **Local resource mobilization**: Raising money and mobilizing people locally. Fundraising is an important part of this, and so are building new connections, information, and in-kind contributions. The feminist organization Frida emphasizes that resource mobilization is important not only because it sustains the work, but also because it can shift the balance of power. Frida believes that "resource mobilization is itself a form of activism, not just an 'add on' or 'necessary addition'."
- **Self-led**: Resourcing approaches that are driven by the organization, not an institutional funder.

Autonomous resourcing, local resource mobilization, and "self-led" each carry with them an understanding of power, and the need to redistribute away from funders situated in the Global North. In contrast, innovative fundraising is a set of fundraising methods only, without an inherent point of view about power—though, as the report proposes, the methods are still in service of building power.

This report builds off the report "Achieving Abolition," published in May 2023 based on survey data collected in 2022. That report described the growth of the death penalty abolition movement, in terms of the absolute number of civil society groups working on the issue, as well as organizational budgets devoted to abolition.

At the same time, the report found that despite this growth, the movement also remained under-resourced, and survey respondents voiced serious concern about the ability to continue their work under current financial circumstances. To sustain their work, abolitionist organizations were financially creative, cultivating donations from individuals, relying on volunteers, and generating income by renting out office space to continue the work under tough conditions.

An unsurprising finding from the 2023 report was the concentration of institutional abolition funding sources in Europe, as well as the bifurcation in paid fundraising capacity for abolition between groups based in the Global North vs. Global South. This power imbalance is nothing new, and the report's recommendations called for the re-distribution of power toward the Global South and for more flexible funding from institutional donors. (Institutional donors include foundations, governments, regional, and international bodies that allocate funds to support initiatives aligned with their goal, and these funds are distributed through structured grantmaking processes). Finally, the key question from the report was for consistent, long-term funding to achieve universal abolition.

In the planning stages of this project in early 2026, the consultant and WCADP leadership met to discuss the funding context. A key insight was that while the landscape for global human rights and development had continued to crater with the dissolution of USAID and significant decreases to PEPFAR's budget and mandate,[1] those cuts were not yet impacting the abolition movement: USAID and PEPFAR had never funded death penalty abolition, and thus the ramifications were not being immediately felt. WCADP leadership had not heard of abolition groups closing or downsizing.

This insulation, however, is narrower than it appears, and likely temporary. The threat to abolition funding is indirect rather than direct. USAID and PEPFAR never financed death penalty work, so their collapse takes nothing from abolition budgets. But the funding loss displaces a vast network of human rights and development organizations that *did* rely on US funding, and many of those groups will now turn toward the same European institutional donors — foundations, EU mechanisms, bilateral aid offices — on which the abolition movement depends.

The result is greater competition for a pool of money that is itself shrinking. Abolition groups are thus exposed on two fronts at once: more organizations pursuing EU funding and bi-lateral aid, and less such funding to pursue. Because Europe is the top region for the origination of movement funding, this is likely the spillover that survey respondents anticipate arriving by 2027. It explains why the movement can report stable budgets today while bracing for contraction tomorrow.

Instead, most institutional funding for abolition comes from European countries that planned to (further) reduce public aid starting in 2026. WCADP leadership had heard anecdotally that some groups anticipated reduced funding in 2027, and others were being put on hold by donors. (In 2025, 17 EU Member States cut their aid funding; since 2024, Member State contributions to Official Development Assistance funding have dropped by 10%.[2]

With this context, the purpose of this project emerged: to analyze the movement's funding situation now before it deteriorates too severely. This early analysis will surface needs from the movement, shape WCADP's support for member organizations, and create opportunities for cross-movement learning.

2.

DESPITE CHALLENGES, ABOLITION REMAINS CRITICAL

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Despite these challenges, abolition remains as critical a cause as ever:

- **2,707 people** across seventeen countries were known to have been executed in 2025, the highest figure recorded by Amnesty International since 1981.
- This is an **increase of 78%** from 2024.
- The growth was driven by a few governments: **Iran** executed twice the number of people in 2025 than it did in 2024; other increases came **Saudi Arabia, Kuwait, Egypt, Singapore, and the United States**.
- These figures do not include executions in **China**, which Amnesty International believes carries out thousands of executions a year and is the world's lead executioner.[3]

In addition, the groups have continued to carry out important, life-saving work. When asked to describe recent accomplishments, groups touted successes in multiple modes of working–despite financial constraints (Many groups pursue work in several buckets.)

Strategic litigation and direct legal defense:

> "A significant milestone was achieved in 2022 when the Supreme Court… developed procedural guidelines that all courts had to follow in terms of gathering mitigation information required for sentencing."
>
> "The organization has established a legal defense center that provides legal services and representation in court on a *pro bono* basis to women accused of serious crimes that could carry the death penalty. The center is run by a group of male and female attorneys who are members of the organization."

Legislative and policy reform:

> "[Our organization] and the Ministry of Justice jointly resubmitted the anti-death penalty bill to the National Legislature, specifically the House of Senate for enactment. Now, the Ministry of Justice, which is the implementation arm of government international treaty obligations, considers [our organization] the forerunner of death penalty abolition in [the country]."
>
> "Following our death penalty work, the Sentencing Guidelines for capital offences will soon be adopted by the Judiciary."

Public education and awareness raising, including through the arts:

> "A 60-minute theatre performance explored the human cost of the death penalty… The performance reached a wide and diverse audience, many of whom had never previously engaged deeply with abolitionist advocacy. Through emotional storytelling, music, symbolism, and depictions of flawed legal systems, the play succeeded in transforming abstract legal debates into deeply human experiences… More than 70% of respondents opposed the death penalty when considering wrongful convictions and the irreversible nature of executions. Many audience members described the play as "gut-wrenching" and emotionally transformative."

"Many female journalists were deeply moved by the testimonies included in our book and have established the network of women media against the death penalty."

Documentation, monitoring, and research:

"[We] continued to play a leading global role in advocacy against the death penalty for drug offences, despite an increasingly difficult political and funding environment, as the only organisation with a long-standing and consistent history of providing updated global figures on the phenomenon."

In 2025, [we] published and disseminated a report documenting the increase in executions, including "the resumption of executions for offences committed by minors. The report was shared with key international stakeholders and contributed to broader advocacy and accountability efforts."

Coalition-building and convening:

"Our recent parliamentary workshop in Mexico City brought together parliamentarians from Jamaica, Nigeria, Pakistan, The Gambia and the Netherlands, fostering peer-to-peer exchange and dialogue. During this session, Jamaican and Gambian parliamentarians pledged to draft legislation aimed at the complete abolition of the death penalty in their respective countries."

"[We] led the Asia-wide (8 countries) development of the KL Guidelines to improve effective defence in death penalty cases in Asia. These are now having an impact at the domestic level as local partners promote the guidelines among lawyers, the Bar, NHRIs, etc."

Engaging government and UN stakeholders:

"I had an hour-long meeting with a diplomat from the embassy. I emphasized that our meeting was entirely apolitical and aimed solely at protecting human life. As stated in the document we presented, I declared that life is sacred in Islam and is also enshrined in the holy book of Islam, Surah Al-Ma'idah of the Quran. This part of the conversation lasted 10 minutes, based on mutual trust...we presented him with the text of our appeal for a halt to the executions... so that he could forward it to the [country's] leaders."

"[Our organization] and other CSO partners have continued to work closely with the relevant authorities in Kenya."-

Direct support to prisoners and families:

"Currently, individuals on death row in [our country] have been imprisoned for an average of 23 years, and many are now elderly. A specific, practical impact of our work involves addressing their severe dental issues; we have been helping several elderly prisoners get dentures. While this places a significant financial strain on our organization, it provides true and immediate relief to their daily lives."

"[We] supported a young woman who had been detained for an extended period without adequate legal aid support or understanding of her rights. Through the organization's legal assistance and advocacy, she was connected with legal counsel, received guidance throughout her court process, and was able to better understand and participate in her case."

"With our art therapy session for the prisoners with death penalty, two of the most aggressive prisoners changed their behavior and it was reported in their records."

These accomplishments are the result of underfunded, stretched groups. Imagine what they could accomplish if fully funded.

3.

AN OPPORTUNITY TO SHAPE THE FUTURE

3. AN OPPORTUNITY TO SHAPE THE FUTURE

There is almost no more water to squeeze from the stone, as the English idiom goes, but the need for adequate financial resourcing and transforming power imbalances have not gone away. While the death penalty movement will continue to call on institutional donors–including philanthropy, governments, and bi- and multilaterals -to fund the movement adequately and flexibly, it would be naive to ignore opportunities for civil society organizations to resource themselves.

As such, whereas the intent for the previous report was to motivate donors, this report speaks directly to the brilliant groups implementing the work on the ground. The death penalty abolition movement has shown its power, at the individual, country, and global levels. Its achievements took place before the influx of EU funding and have continued even as the funding climate has deteriorated.

The new challenge is how to package these achievements and build on existing relationships to generate income that does not come from institutional donors. Some World Coalition members are already doing this; others are not familiar with innovative fundraising as a concept.

This report takes as its starting point the lack of sufficient institutional funding, and asks: what next?

Rather than sitting in this moment only with despair, what are the opportunities presented ? We do not deny that this is a painful period. And yet, how can the death penalty abolition movement itself shape what comes next?

What lessons can be drawn from other human rights movements ? What tools might be shared within the abolition movement?

The data reveal a paradox at the heart of this project. **Even as institutional funding becomes more precarious, survey respondents are relying on it more.** The average share of death penalty abolition funding drawn from institutional donors rose from 44% in 2022 to 51% in 2025, and survey respondents anticipate it climbing to 54% by 2027, the same year some groups anticipate aid cuts to hit. Dependence is growing even as the ground is increasingly unstable. The case for self-resourcing the movement is not based on funding that has already declined, but increasing over exposure.

Feminist movements, social justice movements, Indigenous rights movements -none of these groups have ever relied solely on institutional funding. Instead, they sustained themselves through “mutual aid, collective power, and care.”[5] While these groups do not forego institutional funding completely, they recognize that self-led re-sourcing models will help them meet their long-term goals and basic needs.

Like the feminist movement, the death penalty movement has also long leaned on self-led resourcing. Some Coalition members have no budgets and rely completely on volunteers, or rely on pro bono lawyers, or membership dues. Still, the feminist movement is further along in calling for and cultivating an ecosystem of aligned women’s and feminist funds that model trust-based, participatory grantmaking. This includes Leading from the South, the Red Umbrella Fund, the International Trans Funds, and more. In many ways, feminist and women’s movements have led the way in improving the quality and amount of human rights funding.

Thus, this report gleans lessons from feminist movement allies, who call on fellow allies to “build a new, feminist resourcing ecosystem rooted in justice, sustainability, and self-determination.”

The feminist group AWID coined the term "**autonomous resourcing**" to capture the many ways movements support themselves.[6] Autonomous resourcing can include the mobilization of financial, human, and material resources to support the movement's goals. According to AWID, autonomous resourcing is distinct from institutional funding and income generation methods in three ways:

(1) They hold no expectation or requirement external to movements themselves;
(2) Mobilizing resources is itself movement-building: expanding a base of supporters, activating movement members, and ideally sustaining long-term relationships;
(3) They offer movements the financial and political freedom to organize with agility and self-determination.

Autonomous resourcing centers the movement's own priorities while building power.

In addition, AWID notes that autonomous resourcing is often invisible and uncounted in official budgets, but it sustains the work. In a survey of over 1,000 feminist, women's, and LGBTQI+ organizations, the most frequently used method of autonomous resourcing was by far volunteering (65% of groups). Membership fees and donations constitute the next tier (36% and 34%, respectively), followed by sale of services (25%), in-kind contributions (24%), sale of products (19%), mutual aid (18%), crowdfunding (14%), and rent or lease of property (7%).[7]

Death penalty groups are already leveraging these approaches—and there are opportunities to expand.

Thus, this report contains two linked parts: first, a description of the movement's current financial position and where it anticipates heading over the next few years; and second, a toolkit of innovative fundraising approaches and resources to help groups bring in or expand self-led resources.

4.

METHODOLOGY

4. METHODOLOGY

Report findings are drawn from survey data, key informant interviews, and a literature review.

The survey questions were developed by the consultant, with input from WCADP leadership. The survey repeated questions from the 2022 version that surfaced important insights, as well as adding new questions specific to the topic of innovative fundraising.

An additional reason for repeating questions from the 2022 survey was to compare metrics like staffing and volunteer levels and organizational budgets. However, the data sets did not have sufficient consistency to compare data year over year. Specifically, a couple large death penalty abolition organizations that completed the survey in 2022 did not complete it in 2026. This absence would make comparisons misleading.

The survey was administered to members of the World Coalition via Survey Monkey, in English and French. It was open for two weeks, from May 7 to 21, 2026. It consisted of both qualitative and quantitative questions, with the aim of exploring:

- Budget and staffing dedicated to death penalty abolition;
- Anticipated changes in organization-level funding for abolition over the next few years;
- Movement-wide trends in funding sources for abolition;
- Technical assistance needs related to the shifting funding trends;
- Notable achievements.

The survey was sent to 210 organizations. After the data were cleaned, the analysis looked at 46 unique responses, with each response representing one organization.

Quantitative and qualitative survey data were analyzed by Claude Fable 5 and Opus 4.8. Quantitative analysis included tasks like deriving the mean, median, and range of data sets; and segmenting data by geography and organizational budget for death penalty work in order to surface trends. The consultant conducted spot checks to ensure the accuracy of quantitative data.

For the open text fields, tasks included surfacing potential themes around, for example, perspectives on the future of funding and capacity building needs. Open text fields were also stratified by geography and organizational budgets using Claude for a deeper look at potential themes. The consultant used the potential themes surfaced by Claude as a starting point for additional investigation and analysis.

Key informant interviews were conducted with leaders from four organizations to surface additional detail about how individual organizations are responding to the shifting funding landscape. The four groups were identified by WCADP leadership, with attention to achieving geographic, budget, and fundraising strategy diversity.

A literature review was conducted to provide detailed information about how to diversify funding. An internet search focused on grey literature sources about human rights funding gaps for civil society organizations, particularly those published by and for groups located in the Global South. The look-back period was roughly ten years (a couple helpful resources from 2015 surfaced in the search).

5.

A SNAPSHOT OF THE MOVEMENT

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GEOGRAPHY AND MISSION

The 46 survey respondents were headquartered primarily in Africa (39%). Respondents were also based in Europe (26%), Asia Pacific (11%), SWANA (8.5%), North America (11%), and the Caribbean, Central, and South America (4%).

35 of 46 respondents (76%) identified as primarily death penalty organizations, with the remainder working on human rights issues broadly, with death penalty abolition as one focus area among many.

STAFFING

Many respondents relied on lean staffing models.

- The mean number of full-time equivalent staff working on abolition was 3.2, with a median of 2.0. The range was 0 - 29.
- Five organizations reported zero paid staff and were instead wholly volunteer run.
- Death penalty abolition at twelve organizations operates with less than 1 FTE.

FUNDRAISING STAFFING

- Half of respondents had paid fundraising staff, and half did not.
- Of those who had paid fundraising staff, the median capacity was .75 FTE.
- Organizations without a paid fundraiser on staff had a median of 1.5 total FTE, compared to 3.5 total FTE for those who do. That is, having a dedicated fundraiser on staff is associated with more staff over- all.

VOLUNTEERS

Volunteer labor, an important method of autonomous resourcing, was prevalent across responding organizations.

- The mean number of volunteers among respondents was 18.
- Volunteers worked a median of 50 hours per month.
- Respondents based in Africa tended to have more paid staff capacity, while organizations with headquarters in Europe, SWANA, and North America relied more on volunteers (while acknowledging that the sample sizes for SWANA and North America were too small to make definitive statements.)

Interestingly, the number of volunteers was not correlated with budget, suggesting that volunteer labor is not simply substituting for paid staff at financially smaller organizations. If it were, the smallest groups would have the most volunteers, which the data does not show. Volunteers appear to play a role distinct from filling salary gaps: they provide direct pro bono lawyering, write letters to people in detention, and more.

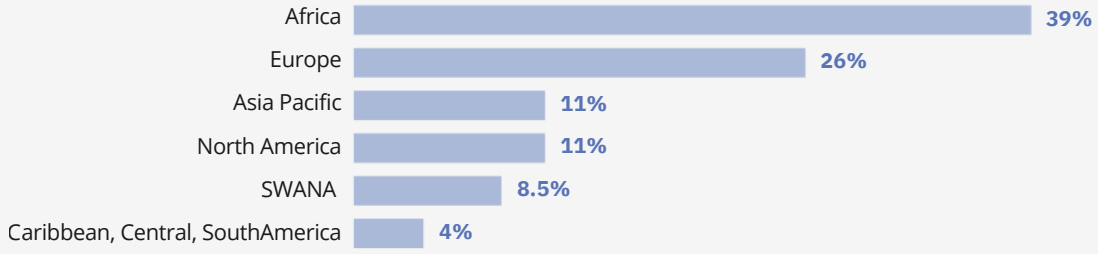
BUDGETS FOR ABOLITION

- The median budget for 2025 was $14,000, and the mean budget was $104,000.
- Budgets for abolition in 2025 ranged from $300 to $1,360,706.
- In 2025, 12 groups had organizational budgets for abolition of less than $5,000.
- Groups have an average of 4.7 months of reserves available, with a median period of 3 months.

FUNDING SOURCES

- On average, in 2025, survey respondents received roughly 50% of their death penalty funding from institutional donors, defined as multi-laterals/UN; country-level foreign aid; EU/other bi-laterals, and international foundations.
- Also in 2025, 14 of 36 respondents drew 75% of funding from these sources, while 11 of 36 had no institutional funding at all, with resourcing instead coming from membership, individual giving, crowdfunding, or community mobilization. In other words, the "roughly 50%" average really describes a cluster of groups that are very heavily dependent on institutional funding, a substantial group operating almost entirely without institutional funding, and a few organizations in the middle.
- The average share of institutional funding rose from 44% in 2022, to 51% in 2025, to 54% anticipated in 2027, meaning the movement expects to be more reliant on institutional donors in the year it also expects aid cuts to hit.
- The increase from 2022 to 2025 was driven by a jump in the EU/bi-lateral share from 18% to 28%.

(1) **WHERE THE 46 RESPONDENTS ARE HEADQUARTERED**

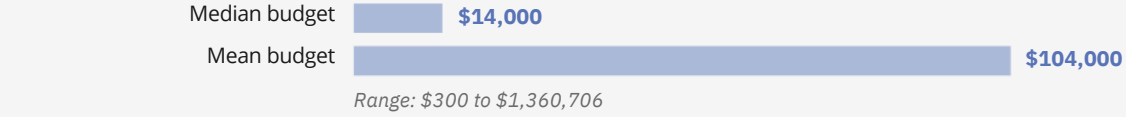


(2) **MEDIAN TOTAL FTE STAFF**



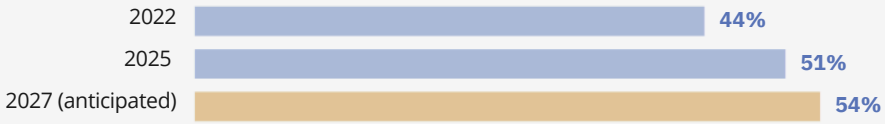
Half of respondents had paid fundraising staff, and half did not.

(3) **BUDGETS FOR ABOLITION, 2025**



Range: $300 to $1,360,706

(4) **AVERAGE SHARE OF FUNDING FROM INSTITUTIONAL DONORS**



6.

FUNDING: PAST, PRESENT, AND FUTURE

6. FUNDING: PAST, PRESENT, AND FUTURE

There was a good deal of variability comparing abolition budgets for 2025 to 2026. Among responding organizations:

- 39% reported higher budgets for 2026 compared to 2025;
- 39% reported lower budgets for 2026 compared to 2025;
- 22% reported budgets that were about the same year over year.
- Organizations with mid-small budgets for abolition (between $25,000 and $100,000) were more likely to see budget decreases from 2025 to 2026 than larger organizations, which were more likely to see steady or growing budgets.
- Four organizations reported abolition budgets of $0 for 2026.

Despite the concern voiced by survey respondents in the 2023 report, the perception among survey respondents in 2026 was that funding from EU and bi-lateral funders actually increased between 2022 and 2025 - such funds constituted an average of 28% of 2025 organizational budgets for abolition, compared to 18% in 2022. Rather than being widespread, however, this swing was driven by a few organizations that went from having no EU or bi-lateral funding in 2022 to budgets that were 40 - 75% EU or bi-laterally funded. The biggest jumps in in EU/bi-lateral funding shares were among groups with 2025 budgets for abolition of over $100,000.

14 organizations increased their reliance on EU/bi-lateral funds over that period, compared to eight that decreased their reliance on those funds.

Most of the responding organizations (n = 37) ranked Europe as their top funding region.

Organizations with mid-small budgets for abolition were the most institutionally dependent (a median of 75% of funding is from institutional donors) and have the thinnest reserves (a median of about 1.5 months). They inhabit a middle space that is the worst of both worlds – they are professionalized enough to access EU and similar grants, but they lack the reserves and diversified funding bases (law firm or university backing, a committed domestic donor base) that protect large organizations from institutional funding contractions. At the same time, they are too big to operate solely on local giving or volunteerism. This dynamic risks (re)concentrating resources among the largest institutions.

WCADP's initial hypothesis, that the fallout from USAID's closure and cuts to European foreign aid had not yet hit coalition members, was largely borne out by survey data. The direct effect was always expected to be muted, since that funding never flowed to abolition. Instead, respondents are likely anticipating the indirect, lagging effect described above, of displaced organizations crowding European funding streams. The survey places the arrival of that impact around 2027.

Looking forward to that year, about one-third of the organizations (out of 33 respondents that responded to all three relevant questions) anticipated a decreased EU/bi-lateral share of funding, compared to five anticipating an increase. This was mostly anticipatory: in open text responses, survey respondents reference USAID and other global funding cuts, growing hostility toward human rights work, and geopolitical realities underlying the anticipated decrease. A few groups named deliberate diversification strategies as driving the decrease, with only a couple groups pointing to specific funding losses.

> *"Growing global hostility toward human rights work is reducing available funding and emboldening opposition to the changes we seek. This hostile climate is combined with shrinking institutional funding and cost-of-living pressures, which is reducing the amount we are receiving via individual donations. Overall, this threatens the financial sustainability of organisations like ours working solely on contentious, niche issues like death penalty abolition."*

At the same time, the majority of organizations anticipated higher or steady budgets in 2027 and 2028:

- 33% of respondents anticipate having larger budgets in 2028 compared to 2027;
- 46% of respondents believe their budgets will remain stable, and
- 22% think they will be lower.

There was no strong relationship between current budget size and budget outlook in 2028.

> *"The organization suffered a critical funding loss following the cut of US State Department grants and reduction of budget funding by donor countries. However, thanks to multi-year funding grants, it was able to maintain a stable budget. Efforts to secure and diversify funding sources also contributed to this budget stability, although concerns remain about the sustainability of the overall budget."*

Increased diversification of funding sources was the most frequently cited response to the decrease in the EU/bilateral funding.

Ten organizations anticipating lower budgets in 2028 than 2027 planned to address the decline by:

- Diversifying funding sources (n = 7)
- Strengthening partnerships and collaborations (n = 6)
- Making operational adjustments (n = 4)
- Prioritizing certain programs (n = 4)
- Building staff's fundraising capacity (n = 4)
- Pursuing innovative fundraising approaches (n = 2)
- Other (n =1)

> *"Over the next 18 months, the [organization] will likely seek to diversify funding sources to reduce reliance on institutional grants... This may include: Individual Donations: Engaging with grassroots supporters and mobilizing local communities to contribute through campaigns and events focused on death penalty abolition. Corporate Partnerships: Collaborating with businesses that align with human rights values, potentially through Corporate Social Responsibility (CSR) initiatives."*

The average number of anticipated funding sources per organization rose about 25%, from 3.9 in 2025 to 4.9 in 2027. The trend holds across the categories of crowdsourcing (8 to 13 organizations), social enterprise (6 to 9 organizations), community-based mobilization (9 to 11), foreign embassies (8 to 11).

While the data anticipates an overall increase in funding diversification in 2027, the increase is concentrated among one-third of respondents; for two-thirds of respondents, the number of funding sources is not predicted to change.

Innovative fundraising tactics like crowdfunding, monthly giving, and digital storytelling were described primarily in the future tense. Crowdfunding was the most frequently named innovative tactic, but it was employed at only eight organizations in 2025, with five additional groups hoping to adopt it by 2027.

The smallest organizations tended not to engage with the questions about innovative fundraising, while the ability to articulate a vision for innovative fundraising was greater among better-resourced groups. That gap — and the specific forms of support that would close it — is the subject of the section on fundraising needs below.

Finally, it is important to keep in mind that this **anticipated funding diversification is aspirational. Organizations know they need to expand their funding options, but they will need support to do so, and read together, the survey's quantitative and qualitative findings reveal a substantial gap between intent and capacity.**

7.

MOVEMENT TRENDS IN INNOVATIVE FUNDING

7. MOVEMENT TRENDS IN INNOVATIVE FUNDING

While many groups were not familiar with the concept of innovative funding, those that were defined it in terms of the need to move away from the institutional dependency of the past. They listed what they wanted less of–"reliance on a small number of traditional institutional donors," "depending on foreign aid"--while only a subset articulated what innovative fundraising would look like in the positive.

Those groups spoke to fundraising itself as a form of advocacy, cultivating donors into true believers in the work, and about building connections and trust in hostile environments:

> "To us, fundraising is also a form of advocacy. 'Innovative fundraising' does not just mean using new technology; it means finding creative and courageous ways to build connection and trust in a highly hostile environment."
>
> "Innovative fundraising is to strengthen the involvement of donors so that they are not just [responding] to a funding request but are understanding and get to participate/witness the implementation of the action that they support."
>
> "It is about finding new ideas and being creative in fundraising... it is also about building a community, including by deepening partnerships with civil society organizations."

The groups who articulated a concrete vision of innovative fundraising most frequently named crowdfunding, monthly individual giving, and digital campaigning as tactics to pursue. A few groups also spoke about the innovation of leveraging narrative techniques for fundraising:

> "Innovative fundraising [is] increasingly connected to digital storytelling and audience engagement. This could include approaches such as crowdfunding campaigns built around human-centered storytelling, podcasts focused on human rights and abolition issues, and the use of animation and visual storytelling tools to simplify complex human rights issues and make them more accessible to broader audiences.
>
> "[Innovative fundraising] means finding ways to engage people with the realities of the criminal justice system beyond legal representation. At our organisation, this has involved using storytelling to make often invisible issues more accessible, tangible, and emotionally resonant for wider audiences. Through collaborations with artists, writers, and other storytellers, we have worked to present the human impact of the death penalty and criminal justice practices in more palpable ways. Our storytelling efforts have taken different forms, including zines, animated shorts, graphic narratives, exhibitions, and theatre."
>
> "The organization also plans to increase its focus on low-cost digital outreach, storytelling, and community engagement to raise awareness and attract new supporters."

A couple of groups also made explicit the link between innovative fundraising (to raise unrestricted funding) and strengthening internal organizational infrastructure:

> "Innovative fundraising also includes investing in institutional infrastructure that many small human rights organizations often lack, such as business development systems, donor relationship management, strategic communications, digital outreach, security infrastructure, and long-term sustainability planning... Innovation is not only about finding new funding sources, but also about building a stronger and more adaptable organization capable of sustaining difficult and sensitive human rights work over time."

A subset of survey respondents has a vision for who innovative fundraising could serve both to raise material funds and build power for their organizations. At the same time, however, most survey respondents were not familiar with the concept.

8.

WHAT THE MOVEMENT NEEDS

8. WHAT THE MOVEMENT NEEDS

Where the previous sections established that funding diversification tends to be aspirational or not fully understood, this section describes the resources needed to fill the gap. Survey responses about fundraising fell into several themes that ladder up with budget size.

- *Training* - Groups requested a range of trainings, from basic fundraising on general topics (from smaller organizations) to requests that indicate a higher level of experience: donor mapping, consortium building, and storytelling (larger organizations).

- *People and money* - A second group disagreed with the premise of the question, asserting that their true needs were staff time and sufficient flexible funding from institutional donors to pursue development full time. This is an important reminder that capacity building alone cannot replace flexible funding.

- *Infrastructure* - Again, there was a breadth of technology needs in the responses, from a mobile phone with a camera (smaller organization) to donor management platforms and cybersecurity infrastructure (larger organizations).

This indicates a wide range of needs across Coalition members, so support will have to be appropriately tailored for groups new to fundraising and those with more experience. More small organizations than mid-sized organizations did not articulate a need, perhaps indicating that they are not sure what a first step could be.

By naming and defining the concepts, the hope is to grow this practice intentionally.

Importantly, whichever term resonates in a given context, the aim remains the same: **to pair the raising of funds and other resources with the building of power.** The terms are not interchangable—autonomous resourcing and local resource mobilization carry an explicit politics of power that "innovative fundraising" does not — but here they share a common purpose.

9.

THE TOOLKIT: RESOURCING ON OUR OWN TERMS

9. THE TOOLKIT: RESOURCING ON OUR OWN TERMS

The preceding sections described where the movement is currently situated: squeezed by the retreat of institutional funding and open to diversification, but with uneven capacity to do so and thinly resourced. Survey respondents spoke to the need for flexible, consistent funding; despair at shifting donor priorities; and gaps in basic organizational infrastructure. These themes point in the same direction: toward forms of resourcing the movement that are self-directed.

This section functions as a mini toolkit–an introduction to a few critical concepts and resources in which to seek additional information.

Having access to funding that is separate from institutional donors can bring added sustainability, as groups can avoid being impacted by shifting donor priorities. Alternative funding also comes without restrictions imposed by institutional donors, which can provide the flexibility groups need to build out internal operations and change approaches as the work inevitably shifts.[8]

The feminist funder FRIDA articulates several important ways that local resource mobilization can help groups make progress on other goals:

- Increase awareness about the cause, in this case abolition, among individuals who are outside of activist or donor circles;
- Build deeply rooted local support that leads to communication action to advance the cause;
- Boost the visibility of the organizations and its activities;
- Move individual donors and volunteers from one-time givers to "long-term investors" in the issue;
- Increase the sustainability of the local and regional movements for social justice;
- Highlight how local resource mobilization can be a method of claiming power.

(FRIDA | The Young Feminist Fund is the only youth-led fund focused on supporting global young feminist activism to advance social justice movements. Their mission is to move funds to young feminist-led initiatives in a way that puts power in the hands of applicants; and increase commitments of donors to the same. FRIDA is an acronym for its core values: Flexibility, Resources, Inclusivity, Diversity, Action.)

All World Coalition members are achieving meaningful progress on death penalty abolition, across a range of ways of working. The challenge of local resource mobilization is in packaging this work and sharing it with potential supporters. This can be done in many ways, depending on the context – World Coalition members described the power of a network of pen friends writing to people in detention settings, sharing audio testimony from a person on death row, and hosting film festivals about human rights on the death penalty. Even if the donor vocabulary of "innovative fundraising" did not resonate with groups in the survey, this work is already underway.

This section defines several of the local resource mobilization approaches being used by World Coalition peers and other civil society organizations in the human rights field, or approaches they hope to use in the future, as described in survey responses. There are also links to primary source documents. An annotated bibliography of useful reports is also included.

These brief examples may spark an idea for your organization or form the basis for future learning opportunities. As you consider them, keep in mind the connected goals of raising material resources, spreading awareness about your organization, and claiming the power to set your own course. As ever, choosing the "right" approach, and yielding a successful outcome, will rest on a careful analysis of your relationships, needs, and country context.

CORPORATIONS

Corporations can contribute multiple resources to civil society organizations, including in-kind resources like staff time or donations of office furniture. Starting with an ask for in-kind donations can be an entry point for developing a deeper relationship that may result in cash contributions.



Tip: One feminist organization's most successful resource mobilization strategy was securing corporate discounts, including a 50% discount on bus tickets that greatly reduced costs associated with traveling to meetings across Argentina. (See more in the report **Collective Change**, described below.)

CROWDFUNDING

Already the movement's most frequently used innovative fundraising practice, crowdfunding is the practice of funding a project or venture by raising small amounts of money from a large number of people, typically using internet platforms. Money raised through crowdfunding is flexible and unrestricted, and it also helps build community by encouraging groups to engage current supporters and recruit new ones.



Tip: The toolkit from FRIDA provides helpful details about the many **crowdfunding platforms** (Generosity, Global Giving, YouCaring) to help groups find the right one, and the **elements** of a successful crowdfunding campaign.

EMBASSIES

Engaging embassies was an area of interest among survey respondents. Embassies can be important sources of income for civil society organizations. They receive money for cultural, economic, and political cooperation from their home countries, but accessing it is often less bureaucratic than accessing funds from the country's foreign aid office.



Tip: FRIDA's toolkit includes an excellent list of **tips for engaging embassies**, as well as some of the inherent difficulties of working with them. FRIDA advises that the most important part of your message to the embassy is asking for a day to meet!

EVENTS

Whether in-person or virtual, events can present an excellent opportunity to present your organization's programming alongside a fundraising ask. For example, one Coalition member received time at a partner organization's annual fundraising gala to present their work and ask for contributions. The partner was more established and working in the same field, and happy to share time with the Coalition member.



Tip: Make attending events, and donating, appealing and fun! Consider hosting events that people will enjoy, regardless of their current attachment to the movement. (See more in the report **Collective Change**, described below.)

MEMBERSHIP CONTRIBUTIONS

Soliciting annual contributions from supporters. One WCADP survey respondent was entirely funded by members and did not seek institutional funding at all.



Tip: Membership contributions provide a predictable, ongoing funding pool. Financial contributions also encourage members to feel ownership of the organization's work, which helps sustain their involvement. (See more in the report **Guidebook on Alternative Funding Models for Civil Society Organizations in Africa**, described below.)

STORYTELLING

The strategic use of authentic, human narratives to communicate an organization's mission and inspire people to act—including making financial and other contributions. One group acknowledged that, "while our research has consistently sought to bring attention to the lived realities of people on death row, we recognised that disseminating research findings alone was insufficient to meaningfully engage wider audiences and influence public discourse. As a result, we have increasingly collaborated with storytellers and artists to develop more accessible and impactful forms of engagement." Storytelling can make complicated social justice issues understandable to laypeople.



Tip: In the excellent report **About Storytelling: Handbook for NGOs' Capacity Building**, World Coalition members may be most interested in the section "How to collect and present other's stories," about the ethical collection and use of other people's stories, and the very practical "Planning methods and tools," about using storytelling in advocacy campaigns. The example campaigns at the end of the report are rated on a scale of 1 to 5, from least to most difficult to implement.

SOCIAL ENTERPRISE MODELS

Income-generating activities, like consulting services, training programs, or small businesses, undertaken for the public good.[9] At least one WCADP member is considering a social enterprise model linked to reintegrating into the community and skills development for people who are exiting detention.



Tip: Ensure you understand the national laws related to taxation and entity registration, especially when implementing hybrid models like social enterprises. Understanding these laws means you will be more ready to advocate for their change, if needed! (See more in the report **State of Youth Civil Society 2025**, described below.)

VOLUNTEERING

As described above, many groups in the death penalty abolition movement already receive significant support from volunteers, including lawyers providing pro bono services and pen friends writing to people in detention. For additional context, AWID notes that "volunteering is a vital resource for feminist movements and a powerful way of organizing—not everyone fighting for rights and gender justice wishes to be embedded in formal NGOs or paid structures." While a heavy reliance on volunteer labour can also signal a lack of sufficient corefunding for salaries, that does not seem to be the case from the survey sample



Tip: Consider recruiting young volunteers and interns from local universities or government agencies. Volunteers can help with translation, video editing, and social network management. (See more in the report **Collective Change**, described below.)

More Resources

The abolition movement can learn from other human rights sectors that are undergoing similar financial constrictions. Civil society organizations, regional bodies, and individual social justice advocates have all contributed to the growing body of gray literature on this topic.

- FRIDA (2017) **Resource Mobilization Toolkit for Girls, Young Women and Trans Youth**

While the target audience for the toolkit is small advocacy organizations led by women and girls in Global South, it can benefit any group that is interested in building their capacity around resource mobilization. The toolkit acknowledges that access to financial resources is about access to power, and that resource mobilization is therefore itself a form of activism. The toolkit features practical templates and explainers about local resource mobilization, crowdfunding, starting your own giving circle, and tips for meeting with embassies.

- AWID (2025). **Where is the Money? An Evidence-Driven Call to Resource Feminist Organizing**

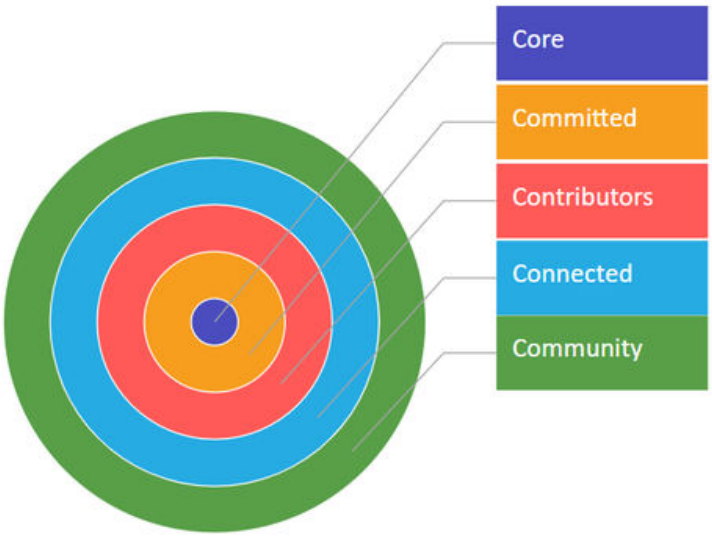
A deep dive into funding for feminist movements, including promise and stalled progress. The report explicitly links fundraising to power-building throughout, and most specifically in the section "Feminists Resourcing Themselves."

- International Network of Women's Funds (2015). **Collective Change: The Value of Mobilizing Local Resources for Women's Rights in the Global South and East**

Offers deep dive case studies about ten women's funds in the Global South and their experiences with local resource mobilization, including strategies, challenges, and lessons learned.

- Michael Pulsford (2015). **Circles of Commitment Training**

Michael Pulsford is a community organizer with the Australia Conservation Foundation. This set of resources explain the "Circles of Commitment" Model for engaging people in a campaign and moving them from less to more engaged over time.



- Justice Funds and AWID Community (2025). **Getting the Money We Need: A 101 Guide to Fundraising for Small Grassroots Organizations**

A valuable resource covering a range of fundraising topics, from a dictionary of frequently used fundraising terms, to grantmaking, to determining if crowdfunding is a good fit for your organization.

- **Change the Game Academy: Capacity building in local fundraising and mobilising support**

A collaboration of social change organizations from sixteen countries, Change the Game Academy's goal is to end the dependence of groups working in low- and middle-income countries on foreign donors by building local support. They offer classroom courses, individual coaching, and many online resources tailored to organizations in low- and middle-income countries.

- West Africa Civil Society Institute and Innovation for Change - Africa (2019). **Guidebook on Alternative Funding Models for Civil Society Organizations in Africa**

While focusing on groups working in Africa, this guide to alternative funding methods will be useful to groups operating in any country. It explains modalities like consulting services, events, physical assets, and private sector funding clearly and with real world examples.

- Restless Development (2025). **State of Youth Civil Society 2025**

This report is written for youth groups but is useful for all civil society organizations struggling with the retreat of institutional donors. It contains helpful sections on alternatives, like Movements, Community Philanthropy (what this report calls local resource mobilization, or autonomous funding), Impact Investment, and Building Back Differently. It is easy to read and graphically beautiful.

- Economic Social & Cultural Council of the African Union (2024). **Resource Mobilization for Civil Society Organizations**

This manual is more formal and technical than many of the others, as a publication of the African Union. Its goal is to provide practical fundraising guidance to CSOs including traditional institutional donors and alternative fundraising approaches.

- Fundatia Danis, Norsensus Mediaforum, ARC Fund, and Awesome People (2022). **About Storytelling: Handbook for NGOs' Capacity Building**

A storytelling "how to" guide for civil society organizations. World Coalition members may be most interested in the section "How to collect and present other's stories," about the ethical collection and use of other people's stories, and the very practical "Planning methods and tools," and using storytelling in advocacy campaigns. The example campaigns at the end of the report are rated on a scale of 1 to 5, from least to most difficult to implement.

- West African Civil Society Institute (2020). **Exploring Faith-based Giving as an Alternative Funding Model for Civil Society Organizations in Ghana: Experiences, Prospects and Challenges**

While the report focuses on civil society organizations in Ghana, it is useful for any civil society organization seeking alternative modes of funding in countries where faith and the culture of giving are important parts of community life. It reviews the distinct types of faith-based giving and offers recommendations for seeking these funds.

- Charles Kojo Vandyck (2025). **Investing for Civil Society Organisations: A Path to Financial Stability**

A very brief Linked In post about investing money, targeted at civil society organizations in Africa. It makes the case that when done well and in line with an organization's values, investments can provide a pathway toward financial security.

- Centers for Community Change (2017). **Messaging this Moment: A Handbook for Progressive Communicators**

This report is targeted at US-based organizations but nevertheless contains universal lessons about effective communicating and narrative change, like starting with shared values and focusing on outcomes over process.

10.

CONCLUSION

10. CONCLUSION

This report opened with a question: as institutional funding continues to contract, what comes next? The answer rests not on a single strategy, but a shift in stance. The death penalty abolition movement has spent decades building its credibility, relationships, successes. The challenge now is to transform those assets into resources directly, rather than relying on institutional donors to recognize their worth.

This is the power of autonomous resourcing. While raising money from local networks, cultivating individual giving, and mobilizing volunteers can replace shrinking grants, they also do so much more. Autonomous resourcing helps grow the base of people sharing your message. It brings in flexible funds that can support a group's internal agenda, not the agenda of donors. The decrease in funding for human rights is real and painful, but it also presents an opportunity to re-imagine who directs funding.

At the same time, autonomous resourcing cannot replace institutional funding, and it does not free institutional donors of the responsibilities they hold. Survey responses made clear that groups are already thinly stretched, and few have the capacity to build out new fundraising strategies without dedicated support. Directing the least resourced groups to begin funding themselves would be unfair and cruel.

Rather, the death penalty abolition movement must continue to press institutional donors for adequate, flexible, long-term funding–and build out resources that it controls.

The World Coalition itself can be the pathway for this build-out. Groups that are further along in self-led resourcing can share lessons learned with groups newer to the space. Matching resources to where groups actually are will be critical, given the range of experience.

It is worth being clear-eyed about this new normal. Despite the difficult circumstances, however, the death penalty abolition has a long track record of successes that pre-dates EU funding, and that has continued as funding wavers. What comes next is the movement's own to shape.

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12.

ANNEXES A & B: CASE STUDIES

12. ANNEX A: CASE STUDY: TAIWAN ALLIANCE TO END THE DEATH PENALTY (TAEDP)

Fundraising as advocacy: building a resilient local funding base

ABOUT TAEDP

TAEDP began as a volunteer-based alliance and hired its first staff member, LIN Hsin-yi, in 2007. (She is now the Executive Director.) Funding for her salary was contributed by two founding organizations, the Judicial Reform Foundation and the Taiwan Association for Human Rights. TAEDP has since grown to six full-time and two part-time staff. It is the only NGO in Taiwan focused solely on death penalty abolition and the only one in direct relationship with the people on Taiwan's death row.

THE FUNDING JOURNEY

After joining the World Coalition in 2007, TAEDP learned of EU grant opportunities, applied in 2010, and won its first EU grant in 2011. Lin credits that funding with building critical internal infrastructure: it paid salaries and core costs that project-restricted local funding would not cover, which in turn built TAEDP's capacity to fundraise on its own.

The organization learned a hard lesson about relying too heavily on global institutional donors. The Open Society Foundations funded TAEDP for four years, then deprioritized Taiwan and the death penalty. "We realized that to count on big money... is not good for our financial health," Lin said. TAEDP responded by deliberately pursuing local funding until such money was no longer its primary funder (though EU funding remained valuable for its contribution to salaries).

THE CURRENT MODEL: SUSTAINABILITY THROUGH A SMALL BASE OF CORE SUPPORTERS

TAEDP rejects mass-appeal fundraising. Lin is explicit that only a small number of people in Taiwan will ever donate to anti-death penalty work, as most charitable giving goes to temples and more sympathetic causes. Instead, TAEDP targets a core group of supporters who see the value of the work. Key practices:

Cultivate a pipeline of people. TAEDP's supporter base almost all have a personal connection to the organization. Young volunteers from its early reading groups and film discussions became lawyers and professors, and then donors, advisors, and board members. Former interns became staff who already know the work and the organization. They are, at the same time, individual donors.

Ask rarely, be specific. TAEDP makes public fundraising appeals on social media related to specific gaps ("we lack this amount to kick off one important project...") rather than general need. Because asks are rare, supporters know they are real.

The work speaks for itself. Rather than running a full donor relations program, TAEDP maintains light contact with supporters via a newsletter and instead mostly relies on the visibility and credibility of its casework, research,

and publications. In moments when an influencer attacked TAEDP for daring to fundraise and a celebrity criticized TAEDP's efforts on behalf of a person wrongfully convicted based on misinformation, core supporters and concerned individuals responded by giving donations to show their support, resulting in more donations than usual. Their conclusion is that outreach should focus on people who already or might soon agree.

Seek help from more established groups. Well-resourced groups like the Taipei Bar Association and the Legal Aid Foundation co-host and fund TAEDP-designed conferences and trainings. The Taiwan Association for Human Rights gives TAEDP a speaking slot and a share of proceeds at its annual fundraising event. The Judicial Reform Foundation fundraises year-round and passes a portion to TAEDP — enough to fund a staff position — because death penalty work cannot easily headline a public appeal. Individual lawyers and professors at times bridge cash-flow gaps by providing services *pro bono*.

Unique events. TAEDP organizes a triennial film festival focused on the death penalty and human rights, made possible by the in-kind support of dedicated organizers and funding from the Taiwan Foundation for Democracy and the Ministry of Culture. While admission is free, audience members can secure reserved seats by making a donation; these contribution support TAEDP, while the event offers attendees interested in human rights a deeper understanding of the issues.

ADAPTATION AFTER THE 2024 CONSTITUTIONAL DEFEAT

After Taiwan's Constitutional Court upheld the death penalty in 2024 — a major setback Lin describes as a trauma — TAEDP concluded that litigation as a strategy had plateaued and pivoted to relationship-building while waiting for the next opening. It pursued small meetings over large conferences: sessions with law professors in fields adjacent to the criminal-legal system, social workers and psychologists who worked with detainees, sympathetic media, and like-minded country offices in Taipei. Lin contrasts this with an earlier large judicial training co-hosted with the EU and the Taiwanese court system: successful as education, but it did not produce lasting relationships because attendees came at their institutions' direction and TAEDP did not collect their contact information. The new approach trades reach for authentic connection.

WHY THIS CASE MATTERS FOR THE FIELD

TAEDP illustrates a resource mobilization model in which fundraising, advocacy, and movement-building are a single integrated practice: institutional grants build core capacity; local partnerships and in-kind support substitute for cash; a small, deeply cultivated supporter base provides resilience and bridges funding gaps; and the volunteer-to-professional pipeline regenerates both the donor base and the staff.

Still, Lin is careful about advising other abolition organizations to blindly follow TAEDP's approach. For example, organizations working on imminent executions with only one or two staff cannot focus on fundraising. Similarly, TAEDP's own practice when learning from others is to take away the 10% that fits their approach.

13. ANNEX B: CASE STUDY: EUROPEAN SAUDI ORGANISATION FOR HUMAN RIGHTS (ESOHR)

"Funding that will let us fly": an exiled organization seeking room to test new theories of change

ABOUT ESOHR

ESOHR has worked on the death penalty in Saudi Arabia since 2013. It operates entirely in exile: its founders fled Saudi Arabia after imprisonment. Its discreet networks inside the country make it indispensable, yet exile sharply constrains its activities and funding. The team has shrunk from thirteen people to four, even as Saudi executions hit record levels last year. Yasmina Chahal, who joined in August 2025 to rebuild internal operations, frames the question bluntly: after a decade of advocacy done the same way while executions rise, "Isn't it the right time to change a bit?"

ONE GRANT, TOTAL DEPENDENCE

ESOHR hasheld EU funding since 2020, and it was recently renewed for two years. Chahal appreciates this consistency while also detailing the costs of single-source restricted funding. A delayed payment once left the team working unpaid for six months; their long-term Yemeni graphic designer cannot receive wire transfers and must be paid through informal channels. Most consequentially, the EU grant has twice made ESOHR ineligible for funding calls it was invited to apply for. Her pointed question: "If this EU funding is going to restrict us from exploring other things, is it really good?"

BUILDING AN UNRESTRICTED STRATEGY FROM RELATIONSHIPS

ESOHR is writingits first **unrestricted-funds strategy**, buildingupon existing fundraising assets: a PayPal channel, former collaborators who donate annually, peer organizations that pass on budget surpluses. The goal is to convert these disparate pieces into a system, including policies, an annual budget target, and predictable incomes. The rationale is strategic, not just financial: to retain staff, and also to pursue activities that the organization believes will be most effective but that do not fall in line with institutional donors' tightly prescribed list of fundable activities.

STORIES AS THE ENGINE — WITH AN INSIGHT ONLY A LOCAL ORGANIZATION COULD HOLD

ESOHR sees human stories as its strongest asset. Recorded audio of a detainedman calling hisparents before execution moves audiences as no report can. Given training and funding, ESOHR wants to recreate detainees' stories in short episodes using AI to broaden awareness, advocacy, and fundraising at once. People inside Saudi Arabia fear reacting to public social media posts because of government surveillance, but disappearing social media "stories" to which people can reach without being surveilled draw huge amounts of engagement.

"Big organizations cannot work without local organizations like us"

Chahal voices a critique heard across the Global South portion of this scan: international organizations receive the large grants while locals carry out the fieldwork as implementing partners. ESOHR's ask is to be trusted as a direct grantee — "flexible funding from a donor who believes in us" — with pilots ready to test: the AI story episodes, an Asia-wide monitoring coalition on drug-related death sentences, rights education for migrant workers in their countries of origin.

WHY THIS CASE MATTERS

ESOHR is a clear illustration of the donor dependency trap: it holds one grant that simultaneously sustains, underpays, and disqualifies the organization from growing. At the same time, its engagement data from inside the country shows the unique knowledge local organizations hold — held, here, by a four-person team six months of payroll away from losing it.

14.

ANNEX C: SURVEY QUESTIONS

14. ANNEX C: SURVEY QUESTIONS

ANNEX: 2026 WCADP FUNDING SURVEY — SURVEY INSTRUMENT

The table below reproduces the full set of questions administered in the 2026 survey of global death penalty abolition organizations.

BASICS

Question	Field Type
Organization name	Free text
Contact name	Free text
E-mail address	Free text
Location of headquarters (city and country)	Free text
Year founded	Free text
What are your organization's primary programmatic areas or issue focus areas?	Free text
B. Do you consider your organization primarily a death penalty abolition organization?	Yes/No
Bi. If no, what is your organization's broader focus?	Free text
At what level does your advocacy primarily take place?	Multiple choice – Local, country, regional, global
How many full-time equivalent (FTE) staff support your organization's death penalty work?	Number
X. How many volunteers support your organization's death penalty work?	Number
Xi. If non-zero, roughly how many hours do volunteers contribute to death penalty work per month?	Number

FINANCIAL SUSTAINABILITY

Question	Field Type
What was your organization's annual budget in 2025 in US dollars for death penalty work? (Convert to USD using approximate current exchange rates.)	Number
What is your organization's annual budget in 2026 in US dollars for death penalty work? (Convert to USD using approximate current exchange rates.)	Number
Compared to 2026, do you anticipate that your organization's 2027 budget for death penalty work will…	Multiple choice – higher than in 2026, less than in 2026, about the same
Compared to 2027, do you anticipate that your organization's 2028 budget for death penalty work will…	Multiple choice – higher than in 2027, less than in 2027, about the same
If less than in 2027, what strategies might your organization use to address or adapt to the challenges posed by the decreased budget?	Multiple choice – Diversification of funding sources; Operational adjustments; Strengthening partnerships and collaboration; Program prioritization; Innovative fundraising approaches; Fundraising capacity building for staff; Other

Question	Field Type
Please elaborate on the strategies you will use to address the decreased budget. For example, if you selected operational adjustments, what will that look like in practice?	Free text
What factors explain the difference between your 2025 and 2028 budgets, or explain why the budget remained stable? How has the funding climate contributed to the change or stability in the budget?	Free text
We are interested in understanding how the fundraising context has changed with the departure of many of the field's institutional donors. Looking back to 2022, what percentage of your organization's death penalty work came from the following sources: Multi-laterals including UN bodies; Country-level foreign aid; EU, other bi-laterals; International foundations; Social enterprise models; Membership contributions; Local businesses or local offices of multinational corporations; Local foundations; Local government; Community-based resource mobilization; Crowdsourcing; Events; Foreign embassies; Domestic or local sources; Other	Multiple choice (percentage allocation)
In 2025, what percentage of your organization's death penalty work came from the following sources? (Estimates are fine. Percentages should total 100%.) Same source list as above.	Multiple choice (percentage allocation)
In 2027, what percentage of your organization's death penalty work do you anticipate will come from the following sources? (Estimates are fine. Percentages should total 100%.) Same source list as above.	Multiple choice (percentage allocation)
From which regions does your funding for death penalty work originate? Please rank the regions in order from most (1) to least: Europe; North America; Africa; Asia Pacific; Caribbean, Central and South America; Southwest Asia and North Africa; Global sources (UN)	Ranking
Compared to 2025, what portion of your organization's budget for death penalty work will come from local- or home-country sources compared to regional or international sources?	Multiple choice – More from local/home-country sources, Less from local/home-country sources, About the same
Do you have paid staff supporting fundraising and/or grantwriting for death penalty work?	Yes/No
If yes, how many full-time equivalent (FTE) staff support fundraising and/or grantwriting? May be a percentage of 1 FTE or multiple FTEs.	Number
If no, skip to next question.	—
How many months of operating reserves (i.e., cash on hand) does your organization have to keep your death penalty work operational?	Number
Please write a couple of sentences about the short-term sustainability of your death penalty work. For example, do you have the cash on hand to fund program costs if a couple of grant payments were late?	Free text
Please write a couple of sentences about the long-term sustainability of your death penalty work. For example, are you confident that it will be funded in 2028?	Free text

PROGRAMMING

Question	Field Type
Tell us a story about a recent achievement of your organization.	Free text
What has your organization accomplished during the last 12 months that makes you most proud?	Free text
Tell us about one or two recent accomplishments — even modest ones — that exemplify the power of your organization.	Free text
Tell us about one or two people your organization has impacted in the last year. How are their lives better because of your work?	Free text

RE-IMAGINING FUNDING

Question	Field Type
Over the last 18 months, how has your organization's fundraising adapted to the decline in institutional funding for international death penalty abolition?	Free text
Over the course of the next 18 months, how do you anticipate your organization's fundraising will continue to adapt to the decline in institutional funding for international death penalty abolition?	Free text
What does "innovative fundraising" mean to you? What does this look like at your organization?	Free text
What tools or capacity building does your organization need to pursue innovative fundraising models?	Free text
Are you interested in sharing your experiences with innovative fundraising with the network?	Yes/No
If yes, can we follow up with you about that?	Yes/No
If no, skip to next question.	—
What opportunities does this shifting funding landscape offer the death penalty abolition movement? How do you imagine financial sustainability for death penalty abolition looks in 2036?	Free text

15.

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15. REFERENCES

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