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*Feasibility and  
Planning Study  
to Assess the  
Fundraising Potential  
of the  
Consultative Group  
on International  
Agricultural Research*

DOWNES RYAN INTERNATIONAL

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*to Assess the Fundraising Potential*  
*of the*  
*Consultative Group on*  
*International Agricultural Research*



*August 1994*

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## **Executive Summary**

Downes Ryan International was commissioned in December 1993 to conduct a study to assess the feasibility of and initiate planning for a worldwide fundraising appeal on behalf of the Consultative Group on International Agricultural Research.

After analysing the various materials of the group and learning the nature of the present funding difficulties which are disrupting the important agricultural research agenda, Downes Ryan Directors visited Centres, attended various CGIAR meetings and conducted over 100 interviews with a cross-section of CGIAR constituents and donor representatives. During these confidential discussions, we listened to the opinions of these individuals about CGIAR, the co-sponsors, the other donors, the Centres, the system and the value of the research being conducted. We talked about fundraising for present and future needs and noted the various ideas and comments made to us about fundraising in general.

1. Our overall observations which affect fundraising are as follows:



**Regarding the organisation:** The interviewees showed a great deal of loyalty and warm feelings for the system. At the same time, it is clear that the present funding shortage is sapping the morale of researchers and others within CGIAR. Clearly, CGIAR is facing a crisis in this regard. It appears to be an organisation finding its way in a new age, thinking seriously about alternatives for increased income support. The organisation is hampered by the absence today of the high level personalities who formed CGIAR nearly 25 years ago. Now, donors, Board members and staff at all levels are expressing an openness and desire to lift the profile of the organisation, more clearly state the value of its work, and involve people of high influence to help champion the cause.

**Regarding the case for financial support:** Surprisingly, despite very evident reductions in funding, those we interviewed could not readily articulate an urgent and compelling case for financial support, except in general terms. At the same time, however, donors are indicating that they want to know the meaningful impact of what CGIAR and the research centres have achieved and will achieve. The system must develop an international case for financial support, using simple concepts and identifying specific funding objectives and research needs, before proposals for increased funding are put to existing donors or any fundraising proposals are made to other prospective donors. Fortunately, it appears that CGIAR and the individual Centres have some extremely attractive programs which might well be the focus for more effective fundraising. We believe that additional funding from existing donors will require active involvement by highly influential individuals and a more clear articulation of needs.

**Regarding potential donors:** There are some important government agencies on a worldwide scale who are not now contributors to the system and should be. We also believe that some international trusts, foundations and corporations and a few individual philanthropists can be attracted to become donors to your cause. The system and its Centres will need to establish permanent and on-going professional fundraising practices if they are to secure immediate financial assistance and long-term financial security. Reduced government funding is a fact of life, as is fundraising aimed at non-traditional sources. Fortunately, whilst there is some nervousness about the implications of fundraising in the future, there exists a willingness among your constituents to help plan and execute such future financial strategies.

2. It is our assessment that CGIAR and its Centres can succeed with philanthropic fundraising, attracting contributions from non-traditional sources while encouraging added support from existing and new governmental donors as well.

3. We have in the body of our report pointed to some proven fundraising principles. These are not our own invention, but rather a century-old catechism for fundraising. To observe these principles is essential if successful fundraising is to follow.

4. We are recommending a fundraising program in five phases which CGIAR should aim to implement during the next two years or so. For the sake of demonstrating the timings for each part of the planning and campaigns, we are suggesting dates for the implementation. Some of the phases merge together and overlap because of concurrent activities.

**Phase One: Funding Stabilisation**  
(August 1994 - June 1995)

**Phase Two: Preparation and Planning**  
(October 1994 - March 1995)

**Phase Three: Foundation Establishment**  
(January 1995 - June 1995)

**Phase Four: Centre(s) Major Gifts Appeal(s)**  
(January 1995 - December 1996)

**Phase Five: CGIAR Foundation Appeal**  
(July 1995 - December 1996)



5. During the first two phases, we place particular emphasis on assisting the CGIAR Chairman's initiatives to donor governments and new countries that should also be given the opportunity to join the system. We recommend the establishment of a planning committee comprising members of PARC and others for the development of an overall white paper giving the various research program options which may be used in Centres and as an international Case Statement. This planning group would also be empowered to screen and review prospect information, write plans of action, run a Centres Fundraising Education Week and do all such things necessary to implement fundraising as an activity for CGIAR and the system.

6. In Phase Three, we suggest the enlistment of leaders with top financial influence to form a CGIAR Foundation (to be named appropriately). We believe some of these prominent international people should become involved with the upcoming Serageldin meetings and initiatives to lend added weight to the process. The Foundation would be geared to mobilize non-traditional sources of funding and also aid and complement the existing funding mechanisms.

7. In Phase Four, we outline a module of actions to implement Major Gifts fundraising which may be followed by each Centre interested in doing so. This involves local preparations, steps for the actual campaigns and the stewardship necessary to nurture donors and have them fulfill their pledges.

8. In Phase Five, we suggest the approaches necessary to use the newly established CGIAR Foundation (not the eventual name required) for a major international fundraising appeal to support one or more specific multi-lateral research programs (such as germplasm, plant genetics, a specific disease-resistant seed program, a selected sustainability initiative or high-altitude farming).

9. We are of the opinion that CGIAR and the Centres can be most successful in fundraising with the right approach and professional assistance. We recommend that you retain fundraising counsel to direct all stages of the program and to help select, train and assist an Executive Director of the CGIAR Foundation and the various Centres Development Directors as desired.

It is people who make the decisions to give, whether for governments, trusts, foundations, corporations or themselves. Ahead is the exercise to educate and nurture those people who actually decide on the allocation of such funds; to excite them that CGIAR is in fact making the world a better place.



## **Introduction**

This report has been prepared for the Consultative Group on International Agricultural Research (CGIAR), at the request of Alexander von der Osten, Executive Secretary and Per Pinstруп-Andersen, Chairman of PARC.

The CGIAR is an informal association of some 40 donors supporting international agricultural research in 18 Centres. Since it was founded in 1971, the Group has achieved a remarkable string of successes in food production, economic development, conservation of genetic resources and environmental protection throughout the developing world. The Centres are a family linked by common concerns, namely the eradication of hunger and poverty through research. Together with the donor agencies that fund them, the Centres constitute the CGIAR.

In the nineties, their mission has become seriously impeded by a growing funding crisis which threatens the integrity of the research agenda. Due to reduced contributions (particularly from four donors), CGIAR programs have declined significantly since 1992. The decline is likely to continue unless a major effort is undertaken to reverse this trend.



Downes Ryan International became involved with CGIAR in October 1993 when we were invited to meet a small committee reviewing an option of CGIAR employing fundraising counsel. Our credentials were known to you through the pioneering work of our Australian consultancy in establishing the Crawford Fund in Australia. Contact with our United States firm had also been established through CIMMYT. The CGIAR investigating committee also separately met with other fundraising consultants during International Centres Week. Messrs. Downes and Ryan attended the first meeting and after hearing your brief, we

advised CGIAR to conduct a feasibility and planning study on a worldwide basis. This was agreed to and we were commissioned to do the work in December 1993. The study objective was to assess the feasibility of, and initiate planning, for a major worldwide fundraising appeal on behalf of CGIAR.

Coordinated by J. Patrick Ryan, this project has personally involved the five Directors of Downes Ryan International who have conducted all of the interviews and frequently conversed together on the progress of the study. Separately, our specialist research staff has completed an exhaustive and most valuable prospect research exercise on major foundations, corporations and individuals. These dossiers are provided under separate cover.

In the eight months we have worked on this study, it is fair to say that CGIAR has changed. The organisation we are reporting to is not led by the same person nor does it look or sound the same as the one we commenced working for. Clearly, CGIAR today is more aware of the need to be exciting and different.

We have tried to attend the major meetings, to keep abreast of the changes either made or proposed. During the study, we have tried to remain flexible without compromising our brief or forgetting fundamental fundraising principles.



After two days of discussion and planning early July in Washington D.C., the Downes Ryan International Directors established the format and content of this report. Michael G. Downes was asked to write the document which has subsequently been reviewed by all five Directors and deemed to be a fair summary of our findings, deliberations and recommendations.

We believe that if you follow our recommendations you will be successful in developing new and stable income, not just to solve the short-term financial problems, but to secure CGIAR financially for all time.

## **Background**

### ***Our Brief***

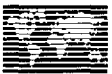
After consultation with the CIGAR Secretariat and PARC, we agreed that the following would constitute our brief to undertake the Feasibility and Planning Study for CGIAR:

**Study Objective.** To assess the feasibility of and initiate planning for a major, worldwide fundraising appeal on behalf of CGIAR.

**Summary of Work.** The study was to involve discussions with the officials of CGIAR, to analyse the proposed programs and financial objectives, create a philanthropic prospect identification program, conduct confidential interviews with key constituents, donors and prospective new benefactors and develop and plan for conducting a worldwide appeal.

The study was to focus on four areas of activity as follows:

**Analysis.** We undertook a careful examination of CGIAR's current and projected needs, its present and projected financial status, public relations activities, relevant staffing, relationship with collegial organisations and other pertinent data which could affect fundraising potential. This work involved the collection and analysis of background information, reports and statistical data and in-depth interviews with key CGIAR staff members.



These activities were to include the orientation of our study team members and would cover the first three months of service.

**Prospect Research.** We were to create a philanthropic prospect identification program, focused on identifying and researching prospective contributors to the work of CGIAR. We were to look at the major charitable trusts and foundations on an international basis, corporate prospects, particularly multinational agribusinesses and other companies who are active benefactors to international nonprofit agencies and causes, and leading individual philanthropists on a worldwide scale.

These activities were to be carried out January to April, 1994 led by a U.S.-based research team and assisted by prospect research specialists from our entire organisation. For planning purposes we established the numbers of 100 corporate

prospects, 25 charitable foundations and trusts and 50 or more prospective individual philanthropists for the final dossiers.

**Constituent Interviews.** We were to conduct a series of interviews with a representative cross-section of influential individuals currently associated with or potentially interested in CGIAR and its activities. These interviews were to include senior people within selected research Centres, members of the Technical Advisory Committee, representatives of co- sponsoring organisations, officials within charitable foundations, NGO's and other international businesses whether previously known to CGIAR or newly identified, selected current donors and other prospective supporters.

Wherever feasible, the interviews were to be conducted privately and in person. All meetings were to be carefully designed to allow us to assess the views of these people regarding CGIAR and its prospects for fundraising; to assist us to uncover insights as to fundraising strategies and goals; to provide suggestions about leadership, organisation and timing; and to indicate whether there was a willingness to help, to give, to identify names of prospective appeal leaders, donors or other sources of significant financial support.

Interviews were to be conducted during the period March thru July 1994. Overall we anticipated interviewing approximately 100 people.

**Report and Recommendations.** We were to prepare a written report providing our observations on matters which might affect your financial future and recommendations for fundraising. The report was to analyse the data, collect, measure and tabulate the attitudes of interviewees toward international agricultural research and CGIAR, and provide a recommended plan for fundraising in the future. We were not to breach the confidentiality of interviews by attributing any specific information to any of the interviewees in our report or any subsequent conversation.



We were to present our report late July or shortly thereafter.

### ***Modus Operandi***

"People give as they understand...not as they are able!"

It is quite natural for the leaders of CGIAR to assume that donors and other major prospects to any new fundraising initiative will see things as they do.

However, in our experience it is rare that the needs of an organisation match the

interests of the constituency without first knowing how to articulate an attractive case for support that will educate and enthuse them.

The Downes Ryan International study format is the result of many years of experience where, before working for CGIAR, our Directors have been personally involved in conducting such work in the United States, Canada, England, Ireland, Mexico, Holland, South Africa, Zimbabwe, Botswana, Namibia, Australia, New Zealand, Singapore and Malaysia. We have evolved a common international approach to obtain a reliable answer to two very simple and specific questions by measuring five critical factors.

The two key questions are:

1. **Can the organisation mount a successful fundraising campaign in support of its projected needs?**
2. **If so, who will give and why should they?**

The answers will come from the analysis of the five critical factors which experience tells us must be present if a fundraising program is to succeed. They are as follows:



1. **A respect and confidence on the part of the constituents of your organisation and for those who administer and set its policies.**
2. **A belief that there are genuine needs which must be met with some degree of urgency, and that the quality of life of the "universe" being influenced by the organisation will be improved by meeting those needs.**
3. **A definite willingness by the constituents not only to make or influence the necessary gifts but also to be part of the required working organisation, and to work with enthusiasm.**
4. **A nucleus of key volunteers, staff and other friends who are able and willing to assume the principle giving and leadership roles which will set the pace for participation by all others who will be asked to be involved.**

5. A clear indication that there is adequate financial potential within the constituent community and elsewhere to provide the needed levels of support.

### *The Study Process*

Unlike other management studies, the Downes Ryan International Feasibility and Planning Study is subject to an immediate and very pragmatic test as to the validity of its findings and conclusions. When called upon, we must be prepared to prove that our recommendations are sound by directing a successful fundraising effort.

Thus, members of our international organisation do their work with great care and discernment. We gather information that allows us to be knowledgeable about you, we listen carefully to those we interview, and our report must accurately reflect the opinions of others. Judgements we must make are based on the opinions of your constituency and our experience of what such attitudes mean to a successful fundraising program.

After receiving your brief, the sequence of events was as follows:



**December 1993 through February 1994.** Mr. Ryan led the study team which comprised all the other Directors of Downes Ryan International: Messrs. Downes, W. Ebert Hobbs, Terry A. Murray and Christopher Stoddard.

With the help of Messrs. Alexander von der Osten and Jean-Pierre Jacqmotte, we were provided various materials and papers about the system which were forwarded to each member of the team. By the end of February, most of the CGIAR Secretariat interviews were complete, we were well-read on the system and had decided on our plan of action.

At this time, Mr. Ryan also instructed our research team to build dossiers on prospects in the areas of major trusts, foundations, corporations and prominent individuals with established philanthropic interests in your particular type of work. This team comprised Lea Ann Jansen in Atlanta, Georgia, USA, supervised by Lyn Day in Cincinnati, Ohio, USA, (a senior researcher and past president of the American Prospect Research Association). Their exhaustive work was later sent to every partner firm in Downes Ryan International and scrutinised by their local professional researchers who added names and amended data as appropriate. The final product is described and indexed in Appendix E and is presented with this report under separate cover.

**March through June 1994.** The first of the external interviews took place in March. People for interviews were suggested by the CGIAR Secretariat.

Mr. Ryan interviewed people in Holland associated with ISNAR. ICRAF was visited in Nairobi by Mr. Murray and IPGRI in Rome by Mr. Stoddard. All five Downes Ryan International Directors held consultative meetings in person in Rome, met as a group to assess our initial findings and were also available to TAC 63 and PARC meetings at FAO.



Mr. Hobbs visited the Philippines to see IRRI, and Mr. Ryan went to Mexico City for discussions at CIMMYT in April. During May, Mr. Murray represented the study team at the Mid-Term Meeting held in New Delhi and also met with the CGIAR Donors' Finance Committee. Mr. Hobbs visited IFPRI in June, 1994. On all of these occasions, we were able to conduct confidential interviews and attend major meetings to explain the work we were doing. A visit to Colombia by Mr. Downes was canceled by CIAT, who were not prepared to participate at that time. Interviews were also conducted in various other countries.

The interviews and other group meetings were designed to gather information. We listened to interviewees and to their understanding about CGIAR and the factors for fundraising success. We recorded their perceptions about the system, its leadership, efficiency, need to raise funds, who might be the potential donors, and we asked for ideas about campaign leadership and knowledge of those who might give and help in any ultimate fundraising venture.

It is the responsibility of our interviewers to assemble the required facts on a questionnaire designed for your study. We recorded the attitudes and opinions of those who were interviewed as completely and carefully as possible. We do this without bias; the principle duty of the interviewer is to gather information and make no assumptions about the outcome.

During the interviews, the study team members must defer the conclusion-making process and concentrate on assembling the facts. The more open and objective we remain, the longer we can keep particular conclusions from dominating our thinking, the more valuable and reliable the data will be. A receptive, uncritical and objective attitude is important if we are to contribute effectively during the team meetings to evaluate results and form a group opinion.



**July 1994.** The study team met in Washington D.C. in early July 1994 to evaluate our findings and design our recommendations and this report.

We brought to that meeting five other very senior members of Downes Ryan International who had not been involved with CGIAR. It was our deliberate intent to discuss what we knew about the system in front of these senior colleagues and have them assist us in our assessment. Theirs was an outside and objective professional point of view.



The Downes Ryan International Directors all agreed that the CGIAR study was a vast, sometimes confusing exercise where fundamental changes were happening quickly. We knew that during the interviews we had been close to CGIAR; we had been exposed to many influential and enthusiastic people who held very firm opinions; we had been the recipients of many ideas on how to fundraise for CGIAR and/or the Centres; we had recently been influenced to question what we were doing alongside the new initiatives and involvement of Mr. Serageldin as announced in New Delhi. In short, the Directors of Downes Ryan International were beginning to question their own objectivity. We needed our peers to test our findings and assist us with our conclusions.

We doubt that a more experienced panel of professionals has ever been brought together anywhere in the world to assess any fundraising project before. They were the Directors, (Messrs. Downes, Hobbs, Murray, Stoddard and Ryan) together with Graeme Bradshaw of Australia, Ronald Fairchild of Canada, Roy Natherson of South Africa, Susan Ridd of the United Kingdom and James D. Yunker of the U.S.A.



The field work was examined in detail and then the meeting spent two days to design our report and brief the writer on the contents required. The five "new" consultants were unanimous that the integrity of all the work done by the Directors was intact and were particularly helpful in eliminating extraneous thoughts and designing a more concise set of recommendations.

**July and August 1994.** The report was drafted in July and shared between members of the study team who provided adjustments as they thought appropriate.

A telephone conference call between Downes Ryan International Directors approved the final report for presentation to PARC in Copenhagen on August 24.

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Throughout the whole study process, Jean-Pierre Jacqmotte provided us with the materials and facilities to conduct our work. His assistance and hospitality at various meetings, his willingness to join us during our deliberations and answer questions is noted and very much appreciated.



## **Analysis of Interviews**

While much of the information for this study comes from the examination of background information provided by the CGIAR Secretariat, the most helpful insights are obtained through the confidential interviews with constituents. During discussions with staff, leaders, prospects, donors and friends of CGIAR, we are able to establish their interest and determine attitudes toward any proposed fundraising initiative. Such interviews most often reveal whatever strengths and weaknesses may exist that might have an impact on future fundraising.

Our interviews seek answers to certain basic questions arising from our need to know if the factors for fundraising success can be met. Not all of the questions are posed directly, but during the conversations, those who are being interviewed most frequently provide the answers being sought. These answers are then analysed, and if the percentage of favourable responses are sufficiently high, it can be anticipated that the project is in a strong position to move ahead. Where answers fall below expectations, special steps must be taken in order to prepare more adequately to promote a successful result.



(A sample of the questionnaire used is attached in Appendix A.)

The following tables show the weight of opinion and sample comments for these questions:

### **1. What is your attitude towards CGIAR as an organisation?**

Committed/Approving/Uninformed/Disinterested/Critical

2. **What is your perception about CGIAR co-sponsors and their relationship with CGIAR?**

Favourable/Uninformed/Disapproving

3. **What is your attitude toward the leadership of CGIAR?**

Favourable/Uninformed/Disapproving

4. **Do you agree with the need for additional revenue?**

Yes/No/Don't know

5. **What programs should the funds be raised for?**

Answers were listed

6. **What do you think of fundraising by CGIAR to nontraditional sources?**

Favourable/Disapproving/Non-committal

7. **What do you think about individual Centres approaching nontraditional sources for funds?**

Favourable/Disapproving/Non-committal

8. **Do you have any suggestions about fundraising?**

Answers were listed

9. **What is your feeling about CGIAR approaching existing donors and government supporters for additional funding?**

Favourable/Disapproving/Non-committal

10. **Can you name any logical prospective donors for CGIAR?**

Answers were listed

11. **Who might be the influential leaders/advocates in fundraising for CGIAR?**

Answers were listed



**12. Will the interviewee or interviewee's government/business/foundation give to a fundraising appeal by CGIAR?**

Yes/No/Won't Comment

**13. Will the interviewee help with CGIAR/Centre fundraising?**

Yes/No/Won't Comment

In the following pages, we tabulate the analysis of responses and opinions. These tables provide a valuable insight into the attitudes of key people. The breakdown of interviewees was as follows:

46	CGIAR/Centre Staff
15	Board Members
31	Donors
13	Others (Includes friends and prospective donors)

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Not all of the questions were relevant to or answered by every interviewee.

We have included many sample comments for your information. Undue emphasis should not be placed on any one statement. However, we believe that the sense of a set of statements can help you to see the ways in which you might improve relationships with your constituents.



**Table 1 - What is your attitude toward CGIAR as an organisation?**

	<b>Committed</b>	<b>Approving</b>	<b>Un-informed</b>	<b>Dis-interested</b>	<b>Critical</b>
<b>Staff CGIAR/ Centres</b>	<b>24</b>	<b>8</b>	<b>3</b>	<b>--</b>	<b>2</b>
<b>Board Members</b>	<b>7</b>	<b>2</b>	<b>--</b>	<b>1</b>	<b>1</b>
<b>Donors</b>	<b>18</b>	<b>7</b>	<b>--</b>	<b>--</b>	<b>2</b>
<b>Other</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>1</b>	<b>1</b>
<b>TOTALS</b>	<b>52</b>	<b>21</b>	<b>6</b>	<b>2</b>	<b>6</b>

**Sample Comments:**

"CGIAR is needed and is a good organisation"

"Has expanded too much instead of focusing"

"Present moves to reorganise the system must produce results"

"CGIAR is producing academic results. Nothing is coming out of the system"

"Things are wrong within CG. Must present research in a new way"

"Great value but a secret in most countries"

"Does not know how to influence the political process to get support"

"Must identify donors with programs"

"Has my unqualified support"

"Research pays off. Need to sell the importance of CG in the coming food crisis"

"Not very disciplined over the years"

"Too old fashioned in its approach"

"CGIAR not visible. The name is awful"

"CG has dramatised the crisis it faces"



"Has expanded too quickly. Centres are too large"

"Structured for the seventies, not the nineties"

"Most impressive track record"

"Very bureaucratic. Not a coalition of like-minded Centres. Must be controlled"

"Comfortable mostly"

"Faith in the system but angry that CG is slow to respond to criticism"

"Very important system"

"Not recognised for the value it gives"

"Important and doing a good job"

"The world is changing but CG has not kept up"

"No consensus and no clear majority. Isolating themselves in the past"

"CG has not had a breakthrough in ten years"

"CG needs a new vision. Tinkering with its mandate won't do"

"TAC Chair is visionary but doesn't have a strong committee"

"Decision making is cumbersome"

"Consumes too much money for the product they produce"

"CGIAR has role to play as a model for what agricultural research should be"

"CG system made up of an aging group of people who no longer have the weight to change things"

"It is about to collapse through lack of vision and lack of funds"

"Research is done more effectively on a large, international scale"



**Table 2 - What is your perception about CGIAR co-sponsors and their relationship with CGIAR?**

	<b>Favourable</b>	<b>Uninformed</b>	<b>Disapproving</b>
<b>Staff CGIAR/Centres</b>	<b>27</b>	<b>2</b>	<b>3</b>
<b>Board Members</b>	<b>10</b>	<b>--</b>	<b>1</b>
<b>Donors</b>	<b>18</b>	<b>--</b>	<b>6</b>
<b>Others</b>	<b>1</b>	<b>6</b>	<b>2</b>
<b>TOTALS</b>	<b>56</b>	<b>8</b>	<b>12</b>

**Sample Comments:**

"Co-sponsors need to do much more"

"Far too slow to respond to the problem. The good researchers are leaving"

"Never been impressed by the larger donor representatives"

"Well known to one another. Good working relationships"

"Very close. Especially true of the World Bank"

"Co-sponsors close to the Centres"

"Role of the co-sponsors is most important, but there is more they should do"

"As an offspring of the UN systems, they should get the three co-sponsors together and sort the problems out once and for all"

"Supportive"

"Have been too long in the same powerful position. They move too slowly"

"Tremendous faith in the leadership of the co-sponsors; not sure of those behind them"

"CG will have to be more responsive to co-sponsors to keep its financial base"

"Seems to be an uneasy alliance. FAO a much smaller participant today"

"CG is not where the plans are instigated. The co-sponsors do that"





"Strapped by red tape at FAO"

"World Bank (the donor of last resort) is a frightening concept to other donors"

"World Bank cannot expect to move away from the system and increase every other donor's funding levels"

"Need to explain why they are reducing their contributions"

"World Bank executive is committed, staff are not"

"Very important to the future"

"All doing a good job"

"World Bank wants to run it all"

"Too many changes to retain the proper positive relationships the system deserves"

"Only benefit of the co-sponsors is financial. Other donors are fairly jaundiced about the World Bank. Should expand the co-sponsors. Bank doesn't listen"

"Now that the Bank has reaffirmed its support, CG will do well"

"FAO attitude is better than it used to be"

"Should never be forgotten that the World Bank money is from countries around the world. It is actually donor money"

**Table 3 - What is your attitude toward the leadership of CGIAR?**

	<b>Favourable</b>	<b>Uninformed</b>	<b>Disapproving</b>
<b>Staff CGIAR/Centres</b>	<b>28</b>	<b>3</b>	<b>5</b>
<b>Board Members</b>	<b>5</b>	<b>2</b>	<b>--</b>
<b>Donors</b>	<b>19</b>	<b>1</b>	<b>4</b>
<b>Others</b>	<b>1</b>	<b>7</b>	<b>2</b>
<b>TOTALS</b>	<b>53</b>	<b>13</b>	<b>11</b>

**Sample Comments:**

"Staff and Boards are class people"

"Recent changes to establish Oversight and Finance Committees encouraging"

"Too many Chairmen in recent years"

"Staff at all levels does not take executive action"

"Some Centres are better than others"

"CGIAR needs more PR"

"Serageldin will save things"

"I'm all behind the new Chairman"

"The Chairman will now turn things around"

"After the New Delhi speech, we are a lot more confident"

"Soft leadership within CGIAR"

"Excessive attention to raising money"

"Would be bad to put control of CG in the hands of the World Bank"

"New Chairman light years ahead of any previous appointees. Will bring more charisma and sparkle to the position"

"Leadership has an unfortunate discomfort about marketing CGIAR. Surely feeding the poor is a much greater product than we can hide"

"Personal rewards are perceived as important"

"CG sometimes don't get or give the grants as promised on time"

"Centres leadership need to get on their toes"

"Centre D-Gs thought they were great fundraisers and administrators at a time when they had money coming at them from all over the place"

"Very strong leadership now. Great faith in the Chairman's good intentions"

"Many people having difficulty with all the changes in style and method"

"Image of management has improved"

"We don't have a structure in which to attract top people so they can help us"

"Structure and operation of CG is not conducive to fundraising"

"A good reputation"

"Should be pointing to the issues, not following"



"CG leaders should have spent more time thinking about its future"

"New leader gives confidence in the system"

"Cannot make necessary decisions"

"Knowledgeable people who use their time and resources well"

"Have responded well to the need for tight financial control"

"Centre leadership is mostly excellent"

"Boards don't always care to consider fundraising responsibilities"

"Well-managed"

"Valuable people networking throughout the world"

"Needs to respond to the grassroots"

"Board members have a tremendous commitment to CG. Loathe to let go"

"Need to become a little more humble and admit they don't know things"

"Perceived as people of developed countries leading the work to benefit third world peoples"

"CG has been arrogant. Crisis now averted by a new Chairman who will lead"

"Money has come too easily to them all"

"Staff are caretakers only"

"CG staff carry out the Bank's wishes"

"We need to circumvent the low level operation we are now locked into"



**Table 4 - Do you agree with the need for additional revenue?**

	Yes	No	Don't Know
<b>Staff CGIAR/Centres</b>	<b>37</b>	<b>--</b>	<b>1</b>
<b>Board members</b>	<b>14</b>	<b>--</b>	<b>--</b>
<b>Donors</b>	<b>23</b>	<b>3</b>	<b>--</b>
<b>Others</b>	<b>9</b>	<b>--</b>	<b>2</b>
<b>TOTALS</b>	<b>83</b>	<b>3</b>	<b>3</b>

### **Sample Comments:**

"Government funding is now controlled by middle level bureaucrats unable to provide any new money of consequence"

"You must control donor desires to give for restricted purposes"

"It is desperate"

"There is no shortage of money for good ideas and new approaches"

"We need a long-term, ongoing funding solution"

"After rationalising the system, there are more activities and Centres than we need. I wish we stayed smaller"

"Very urgently needed"

"CGIAR currently faces a real crisis"

"Everyone needs more money"

"Below \$250 million per annum it's serious"

"Need financial security. A five-year commitment perhaps"

"Only at Centre level"

"World Bank matching gift offer has saved the system"

"Only if CG learns to be accountable to donors and more judicious and efficient in what it does with the money"

"For what special purpose?"

"Don't know of a special need. Only know that budgets are cut"

"Provided the researchers don't have to spend even more time fundraising"

"CGIAR should be capable of attracting more money"

"Centres and CG should get out and raise more money"

"Absolutely. CG is best placed to do the upstream research"

"Emphasis should shift to the NARS"

"Must produce to get the money"

"Need to expand"

"TAC is out of touch with the donors and Centres and the world's needs. It will never give the reasons why we should attract new funds"

"They've had it cushy for so long that this will do them good"

"If they can justify it and become better organised"



"Just because it is a good cause doesn't mean you get money. It takes influential leaders asking, too"

"We need a few guarantees before new money will be forthcoming"

"Must put more effort into the political process"

"Need for clear focus. Money must be targeted for specific things"

"Yes, but changes must be made"

"CGIAR needs a breakthrough in research results"

"CG has enough funding to do a good job on needed research"

"No. Too much fat in the system"

"Must become more efficient first"

"Someone has to capture the vision again"

"Asia is important. The jewel in world finances now"

"It is critical. What a great blow to have funding peak and downturn"

"U.S. not doing enough"

"Most funders want specific projects to fund; that's not inconsistent with Mr. Serageldin's recent message to us donors"

**Table 5 - What programs should additional funds be raised for?**

**Responses Included:**



"National Agricultural Research System projects"

"Germplasm"

"Indonesia Forestry Research"

"Strategic kinds of research"

"Sustainability of food production"

"Food which farmers want to grow"

"Develop strategic alliances with international suppliers of food and agricultural products"

"Centre initiatives"

"Water Security Programs"

"Greening programs"

"Sustainability is the issue now"

"To feed even more people"

"For specific research programs rather than core funding"

"For a new and exciting vision of CGIAR saving lives"

"An intense effort in sustainable agricultural"

"Choose necessary and vital work"

"Centres could produce good products"

"Food, Agriculture and the Environment"

"Agroforestry"

"Conservation of Genetic materials"

"Maintaining research programs presently in place"

"An emotional case"

"Budget help"

"Joint Centres/NARS programs"

"Sustainability and fertiliser use"

"Protecting the collections of germplasm"

"To tell the CG story...publications, etc."

"Innovative farm-centred research"

"Food distribution"

"Centre-driven research which is at the cutting edge. What tells us a Centre is close to something important is when they complain that all of their endeavours in the project are not working"

"Collaborative programs"

"Developing research capabilities in Europe"

"To fund the backlog of work"

"Continuing research initiatives"

"Pest resistant seed"



**Table 6 - What do you think of fundraising by CGIAR to nontraditional sources?**

	<b>Favourable</b>	<b>Disapproving</b>	<b>Non-Committal</b>
<b>Staff CGIAR/Centres</b>	<b>30</b>	<b>--</b>	<b>5</b>
<b>Board Members</b>	<b>10</b>	<b>--</b>	<b>1</b>
<b>Donors</b>	<b>25</b>	<b>2</b>	<b>--</b>
<b>Others</b>	<b>9</b>	<b>1</b>	<b>2</b>
<b>TOTALS</b>	<b>74</b>	<b>3</b>	<b>8</b>

**Sample Comments:**

"Centres look at fundraising as a burden"

"Flows naturally from the collaboration principle"

"Some danger that commercial donors will be "hard-nosed"

"100% in agreement"

"Private sector likely to need practical results"

"Must do it"

"Not easy because CGIAR is complicated and difficult to sell"

"Would be surprised if we could get corporate money"

"Unrealistic to pretend that traditional funds will keep pace with what we need."

"Centres have reacted to the change of attitude among existing donors by designing programs which are market led and attractive. The CG system doesn't like this but a fact of life in future is that we must sell specifics"

"The system is governed by the market"

"Concerned about the potential conflict of interest"

"Has worked for the Crawford Fund"

"Must only do research that can be publicly reported"

"There is a chance of losing some existing donors but that is a part of life"

"It must be for big money...grants of half a million or more"

"Centres are more sexy"

"Need fundraising staff and professional help"

"Gain the support of NGOs"

"It will take a new name and a new image"

"Have to go after smaller grants"

"We need public and private partnerships"

"Must not go to the agricultural related private sector"

"Must not become the servant of agro-allied industries"

"Many possibilities"

"We must understand what corporates want from the transaction"

"Absolutely. Have seen this coming for years"

"Private donors have the benefit of getting into emerging markets"

"It is a tough sell when the World Bank has profits of \$ 2.5 billion"

"Can't see the difference between CGIAR and Universities seeking money from the private sector for research. We're paranoid about what we might lose"

**Table 7- What do you think about individual Centres approaching non-traditional sources for funds?**

	Favourable	Disapproving	Non-Committal
<b>Staff CGIAR/Centres</b>	<b>33</b>	<b>--</b>	<b>4</b>
<b>Board Members</b>	<b>12</b>	<b>--</b>	<b>--</b>
<b>Donors</b>	<b>24</b>	<b>--</b>	<b>2</b>
<b>Others</b>	<b>10</b>	<b>1</b>	<b>1</b>
<b>TOTALS</b>	<b>79</b>	<b>1</b>	<b>7</b>



**Sample Comments:**

"Too much fighting for funds"

"Must be accountable"

"Centre Boards need to be improved. Look at establishing Centre Foundations"

"CG should do it. If not, why join CG?"

"That's where the action is best"

"Centres already spend a lot of time fundraising"

"Australian example has created a different attitude to agriculture"

"Better at international levels"

"Donors would be turned right off by the competition between Centres"

"It would take four billion to endow the system"

"Have to put more time and money into fundraising"

"Joint ventures need to be aggressively pursued"

"Could even develop commercial products"

"Each Centre is constantly fundraising. We need CG to do something now"

"Favour system funding"

"Centres can raise money better than CG"

"Better for in-kind gifts"

"If they produce, they'll get the money"

"Concerned about competition. A dilemma really"

"I think it should be coordinated. 17 approaches to one donor gets tiring"

"They send professional plant breeders to do the job of professional fundraisers"

**Table 8 - Do you have any suggestions about fundraising?****Responses Included:**

"Need fundraising staff"

"Need top CG advocates"

"Get a good product and go sell it"

"Must talk to finance ministers. We've always sold ourselves short"

"Pitch high"

"Arab money"

"Vision and global needs"

"Be attentive to the UNCED's Rio meeting"

"Use the fact that CGIAR is training thousands of scientists worldwide"

"Give CGIAR a personality"

"Plant a tree in Africa"

"Fight hard to promote the present size of operation"

"You must make a case"

"As CG has grown, it has become mediocre. Must make an argument about the quality of lifesaving work"

"Can only be sold on the basis of end benefits"

"Express the outcome in people terms"

"Approach corporate foundations; many are national allies for CGIAR"

"Crisis is of means not needs"

"Get the heavies behind it. Where is the endorsement from the top people at the co-sponsors. Whatever happened to the presidents of the Rockefeller and Ford Foundations?"

"Get new countries involved"

"More publications"

"Perceived failure of aid in Africa counts against CGIAR. Don't use Africa"

"Support the recent Serageldin initiative"

"Leverage program"

"Ask the governments how the Centres can help them specifically"

"Human Development Resource books"

"Potable water is the number one need. Sell that"

"Charge the donors for everything"

"Save an acre of rain forest"

"Stop handing out free packages to people who don't use them"

"Awareness program a must"



"Set up a proposal format for scientists which starts  
This project will.....  
If it succeeds it will mean....."

"Tax breaks...commercial benefits...pay for research"

"Can't wait for the help"

"Tax NARS"

"Use a Council of Leaders to influence prospects"

"Governments should tax agribusinesses on grain imports"

"We must access people at higher levels"

**Table 9 - What is your feeling about CGIAR approaching existing donors and government supporters for additional funding?**

	<b>Favourable</b>	<b>Disapproving</b>	<b>Non-Committal</b>
<b>Staff CGIAR/Centres</b>	<b>27</b>	<b>--</b>	<b>5</b>
<b>Board Members</b>	<b>13</b>	<b>--</b>	<b>--</b>
<b>Donors</b>	<b>19</b>	<b>5</b>	<b>2</b>
<b>Others</b>	<b>7</b>	<b>1</b>	<b>1</b>
<b>TOTALS</b>	<b>66</b>	<b>6</b>	<b>8</b>

**Sample Comments:**

"Must be led by the World Bank"

"Serageldin will do it now"

"Best we succeed here and now with a better approach to the top ministers in governments"

"Needs coordination"

"They won't do it properly"

"Must become more relevant. They should be responding to the need of national governments"

"Politicians require arguments to save their political hides"

"Make the case properly"

"You can't bully them. They won't write checks out just because you need money"

"Decisions on this funding must be taken higher up"

"Need top leaders involved"

"They'd better start selling at the next IMF meetings whilst they have the powerful ones together"

**Table 10 - Can you name any logical prospective donors for CGIAR?**

ADP Foundation	Japanese interests
Agri-businesses	Kellogg Foundation
Anheuser Busch	Kenneth Kaunda, President, Zambia
Archer-Daniels-Midland	Kuwait Government
Arco Foundation	Kuwait Fund
Ashanti Glass	Leverhulme Foundation
Beneficiary Countries	MacArthur Foundation
Keith Bezantson	McKnight Foundation
Bread for the World	Merck
Edwardo Bours	Mitsubishi
BP Petroleum	Monsanto
Ciba-Geigy	National Economic Division, The
CitiBank	Philippines
Coca-Cola	Natural Research Management and
Compact Computer Foundation	Forestry, Bonn, Germany
De Kalb	Oxfam
Emerates Funds	Pioneer
Enterprise Development Fund	The Private sector
Environmental Groups	Regional Development Banks
European Union	Russia Government
Foundations in Developing Countries	David Ryan Foundation
Fuller Foundation	Saudi Arabia Government
Hershey's Foods	Saudi Fund
Hong Kong Bank	Several in Sweden. Names to follow
ICI	if fundraising proceeds.
Indonesian interests	Shell Oil
Islamic Development Bank	South African Government



Meryl Streep  
Taiwan Government  
TATA  
Third World countries  
TRW Foundation

Assistant Secretary Manuel Lantin,  
The Philippines  
Unilever  
U.S. Environmental Agencies

**Table 11 - Who might be the influential leaders in fundraising for CGIAR?**

Oscar Arias  
Brian Atwood  
Gus Beth  
Ambassador Robert Blake  
Lester Brown  
Dr. Norman Borlaug  
Edwardo Bours  
Gro Harlen Bruntland  
Dan Burns  
Margaret Carlson  
President Jimmy Carter  
Tam Dalyell  
Lee Dabao  
Thomas Odhiambo  
(Valery) Giscard D'Estaing  
Paul Erlich  
Josef Ertl  
Mr. Flavian  
Al Gore  
Jim Grant  
Mr. Heeremann  
Kenzo Hemmi

Henry Kissinger  
Manuel Lantin  
T.H. Lee  
Robert McNamara  
Nelson Mandela  
Ortiz Mena  
Rupert Murdoch  
Kerry Packer  
Lord Plumb  
Lewis Preston  
Princess of Thailand  
Ralph Riley  
Mary Robinson  
Dr. Samhsieh  
Karla Selinas  
Ismail Serageldin  
Meryl Streep  
Maurice Strong  
Fawzi Al Sultan  
Dame Margaret Thatcher  
Bob Thompson  
Pierre Trudeau



**Table 12 - Will the interviewee or interviewee's Government/Business/Foundation give to a fundraising appeal by CGIAR?**

	Yes	No	Won't Comment
<b>Staff CGIAR/Centres</b>	N/A	N/A	N/A
<b>Board Members</b>	4	1	7
<b>Donors</b>	21	3	2
<b>Others</b>	6	2	3
<b>TOTALS</b>	31	6	12

**Table 13 - Will the interviewee help with CGIAR or Centre fundraising?**

	Yes	No	Won't Comment
<b>Staff CGIAR/Centres</b>	26	4	5
<b>Board Members</b>	10	2	2
<b>Donors</b>	8	9	10
<b>Others</b>	5	6	--
<b>TOTALS</b>	49	21	17

## **Observations**

As a result of our study, we offer the following general observations which we believe are pertinent to CGIAR and the Centres with regards to your fundraising potential.

### ***Organisation***

Interviewees demonstrated a strong degree of loyalty to CGIAR and the system with the majority of respondents registering as committed or approving. Some of the main comments we highlight are the following:

1. **Image/Name.** The interviewees perceive CGIAR as a low profile organisation with a name which is virtually unknown outside the present constituency. The name is meaningless for fundraising and public relations purposes. An opportunity clearly exists for a new identity to be created for future promotion of your work.
2. **Effectiveness/Efficiency.** CGIAR is not always considered efficient by interviewees. The system is undoubtedly driven by the good research work of 18 Centres. However, many constituents give us the impression that they are short on confidence in the organisation at CGIAR and feel that it is unable to react quickly to change in the real world.



Despite a general view that the co-sponsors and CGIAR maintain favourable relations, people are worried that more should be done. The present funding crisis is sapping the morale of researchers and many first-class scientists are now leaving the system. Donors as a group are the most critical of the present situation.

**3. Leadership/Management.** There appears to us to be a crisis of governance and management throughout the system. We believe a breakthrough in deciding new directions came in New Delhi when Mr. Serageldin demonstrated that he would be active in establishing a better financial footing for CGIAR in the short term. Whilst everyone became excited by his plans, we must observe that you have a history of change at the top and the relief promised at the May Mid-Term Meeting is intended to be immediate and short term. Planning and positive action must be continuous to establish financial development activities which secure the long-term future of the system.

The idea of raising additional revenue has overwhelming support. However, we are not convinced that the CGIAR hierarchy views fundraising as a fact of life for the future but rather an evil, albeit necessary, activity. The latter view will lead to unsatisfactory performances in asking others for financial support.

In our recommendations, we will urge you to take advantage of the new Serageldin initiatives immediately and to do this in an orderly and well-proven way. The present plans are not likely to succeed without great attention to detail. Based on numerous conversations we have had after New Delhi, we believe it is unlikely that government donors will write checks at any special meeting without a proper introduction to your problems aimed at the highest levels of authority.

We commend PARC for the initial steps it has taken in preparing the way for fundraising and new financial resource development activities. It is a forum which can have an immediate impact on the proposed fundraising program. Its involvement is vital in the "Preparation and Planning Phase" for fundraising.



CGIAR and most Centres need people with top financial leadership and influence. They need "champions" for their causes. People with "TFI" are individuals of influence and wealth who can access others like themselves. They open doors and can ask for financial support with great success. Finding such leaders will be a cornerstone of the recommendations in this report.

**4. Crisis Intervention.** Throughout our study, it was obvious to us that CGIAR is an organisation where money previously has not been a problem. Now that new finance is required to offset reduced income and keep pace with the research agenda, no one feels very comfortable nor do they have much of an idea about fundraising. Thoughts we were often exposed to during our interviews are unlikely to succeed and are naive in their approach. The fact is that CGIAR is an organisation finding its way in a new age, making changes to accommodate lower levels of funding and for the first time really thinking seriously about non traditional income sources.

In business, every successful organisation has intimate knowledge of the continuing cycle of growth. Most have experienced at least once, perhaps more often, the predictable downturn in sales and profits after successfully becoming established through the initial entrepreneurial phase of their operations.

Businesses that adapt to the changing market go on to further success and experience the cycle over and over again.

It is reasonable to say that CGIAR is no different. Market forces (in this case pressures on governments in the new world economy) have caused a slump in previously relied upon funding. The entrepreneurs, the high level personalities who decided to form CGIAR in the first place, have gone. In fact, the players in the system today are not the masters of the past but middle level bureaucrats who come together fairly comfortably in a club-like atmosphere twice a year. On one occasion each year, they are called upon to hand out funds without attention to,

and an attendant obligation to, meet CGIAR's funding needs three to five years hence. The wrong people are meeting and the present funding mechanism is unacceptable in our view.

For organisations in crisis there is a tendency to go back to the way it was. That almost never works. Change is inevitable if you want to succeed. The only course of action for CGIAR is solid intervention to lift the profile of the agency, restate the value of your work and most importantly, involve people of high power and influence to "champion" your cause.

Such individuals, before they raise funds for you will look closely at the system, have a personal point of view as to your efficiency, most certainly want a worthwhile, simple case to sell and generally will probably become much too close for comfort for some in the system now. That is the long-term scenario if CGIAR is to become less dependent on the co-sponsors and existing major donors of today.

### *Case for Financial Support*

During this study, the ideas forthcoming for what represents compelling needs for funding were limited and mostly nonspecific. We gained the impression that most constituents really don't know what needs to be done. The answers on Table 5 of the Analysis of Interviews were remarkably shallow given the urgent funding shortfall that dominates current CGIAR thinking.

**1. International.** Throughout the study process people found it difficult to articulate the case for CGIAR funding in simple terms. When we asked for definitions in twenty-five words or less to describe the urgent mission of the

system, people smiled and the best anyone could do was to say "because the budget is running out."

The need to spell out how the world is a better place because of CGIAR is as relevant now as ever before. The likelihood of any donor in the long term wanting to fill a budget deficit is minuscule. Nor is it attractive for donors to believe they may be providing the last funding to an organisation on its way to oblivion.

When CGIAR was started, people in high places with influence and enthusiasm got together and developed an organisation that would spearhead "a green revolution and feed starving people." In his New Delhi address, Mr. Serageldin put it very simply: **"We must obtain the rededication of the international community, at the highest levels, to this vision of a renewed CGIAR. We must effectively articulate a vision of the system into the 21st century..."** Later in his address, Mr. Serageldin identified the simple case for international support: **"The focus on hunger and food security remains paramount."**

New enthusiasm and simply stated concepts which are urgent and compelling are more likely to revitalise the system and the donors. The need for such simplicity and urgency is also quite necessary if you are to succeed in reaching out to others who may provide nontraditional income on a regular basis.



We also note that in this air of depression about the problems of CGIAR funding, interviewees were sometimes telling us that the work of CGIAR is not so urgent now. We were often told that you have enough money to complete necessary research and that the system has largely achieved what it set out to do all those years ago.

Your donors are saying quite clearly that they want to know the meaningful impact of what CGIAR and the research Centres have achieved and will achieve.

The catch cry of sustainability and ecological action has not yet captured the imagination of government donors. Even internally we would counsel you to avoid the use of jargon...it seldom sells. Maybe restated, this could become the main case for support.

We perceive that the specific role of CGIAR should be research of a genuine international nature; applied agricultural research. Mr. Serageldin asks that **"the research agenda should drive the system."** This really means that CGIAR must as a matter of great priority develop an international case for support before any proposal for increased funding is put to existing donors or any new fundraising proposals are made to other prospective donors.

We are concerned that even with the influence of Mr. Serageldin, the meeting with government heads now planned for early 1995 **should not take place until you have this specific case for international funding in hand.** There will be those among you who believe that this is a simple matter. In our experience, this is the one area where most fundraising approaches fall apart. You must conscientiously answer the most frequently asked question by donors and prospects: "Why should we give you our money?"



**2. Centres.** The IARCs have the advantage of being able to give real examples of research and explain first hand the impact of their work. At present, fundraising initiatives are built around researchers; generally we observe that such people are not good at communicating what they do. Again, the Centres were unable to express simple cases for funding to our interviewers.

We noted that the Centres research agendas are sometimes donor driven on the basis of where funds are available. In our work with nonprofit organisations we have always emphasised that their mission is why they are in business. Funding must then be won from donors for what you are in business to do. Whether the

prospects represent themselves, governments, trusts, foundations or corporations, they can be enthused by what you do and will want to share the responsibility for making your good work possible. That is what a "Case Statement" is for.

The Centres can put together very attractive fundraising case statements. Fundraising at this level can be very effective. Even where some IARCs are doing reasonably well in their independent search for funds, we believe the results should be better.

Our view is that Centres fundraising should be a matter of priority to all.

**3. Programs.** Though it has not been articulated for fundraising purposes so far, we believe that CGIAR has in its hands some extremely attractive programs which might well be the focus for bilateral or multilateral fundraising campaigns appealing to international donors and even inspiring existing donors to produce new monies.

For example, research into high altitude farming, pest resistant seed or plant genetics might form the basis for campaigns to provide additional financial support for the participating Centres. In the former case, this may be only two or three Centres; the latter may span many more.

We commend to you the idea of building program-focused fundraising initiatives and will cover this in our recommendations where we suggest that program fundraising might become the focus for a CGIAR Foundation to mount a successful international appeal.

**4. National Research Centres.** We have noted that the strengthening of NARS in developing countries is a matter of concern to CGIAR. We believe that the

National Agricultural Research Centres could be effective fundraisers in their own countries. The very successful example of the Crawford Fund for Agricultural Support in Australia might easily be a model that donor countries could follow. We are continuing to work with that organisation in a campaign to acquire Australian corporate donors with the jargon free case. The success of the Crawford Fund's fundraising has always had three keys.

<b>A Simple Message:</b>	Feeding and Greening the World
<b>A Specific Target:</b>	Ministers of Aid and Finance/ Corporate Leaders at the top
<b>Top Messengers:</b>	Prof. Derek Tribe and former Deputy Prime Minister Doug Anthony

It is outside our brief to comment further on the enormous potential here. However, the advantages for CGIAR, if every donor country established a similar fund are the involvement of national leaders, keeping agricultural research high on the government agenda and holding of present funding levels, if not steady increases such as has happened in the Australian experience.



### ***Leadership for Fundraising***

1. **Top Financial Leadership.** Until Mr. Serageldin entered CGIAR with such enthusiasm, leadership lacked a comprehensive strategy for effective international fundraising. At most levels, the Secretariat works with committees drawn from the scientists and donor representatives, and these people alone do not have the influence you require to be successful fundraisers.

For example, we asked for introductions to interview the most senior people at all stages through the system. We asked to see people at ministerial levels in

governments. We asked for introductions to top corporate leaders... in other words we wanted to speak with those who might agree to become involved with CGIAR in perhaps one of the largest fundraising campaigns the world has ever seen. Our experience was that no one in CGIAR could readily access these people. Whether this state of affairs accurately reflects the abilities of CGIAR leaders to reach the top people, we can only speculate. Perhaps it does not.

In any event, the entry of Mr. Serageldin becomes critical. For whatever time he will participate with you, his personal involvement in not just accessing new short-term financing but in inviting world figures to join the new fundraising initiatives, is now urgent. It is wise to seek his commitment to a few key moments in the fundraising activity as a matter of priority.

The much-awaited meeting of government leaders with CGIAR sometime in early 1995 must be handled properly. As we have already indicated, this must not be allowed to fail. We are concerned that you may rely on an invitation without the high level follow-up necessary to ensure attendance by officials of the same senior ministerial level who launched CGIAR. It is absolutely necessary to attract the attendance of the right people at the meeting to give donors (and new prospective government donors), a new and compelling reason for them to want to increase their levels of funding over a pledged period of time. Such a presentation should be stage managed properly. The process of education before solicitation is unquestionably the most successful fundraising method. After the meeting, you will need people of influence to follow-up in person with all individuals who attended and ask them what their government/donor organisation intends to do.

We feel this meeting is being planned very soon, and are concerned that it will not be successful. It is the view of many within CGIAR that donors should make up the deficit in your budget. Just asking for matching funds to the World Bank

or seeking renewed pledges for agricultural research in general is against all of the tenets for fundraising success. You may get something, but in the scheme of things, it could be much more if you follow our plan.

In our recommendations we deal with the opportunities for recruiting leaders on an international basis. We explain our belief that you now have the opportunity whilst you are changing things to establish a new organisation for fundraising. This we call the CGIAR Foundation. It seems to us that outside "champions," those individuals who have the top financial influence you seek, will more readily join something new where they have the chance to participate as leaders. They will not so readily enter the complicated organisation that is now CGIAR.

**2. Existing Donors.** Some donor representatives to the system were uncomfortable about what we were doing in this study. We felt as though we were disturbing the "club."

Consideration for your future financial support has slipped to middle order bureaucratic levels, and we doubt that the most senior government figures have much to do with thinking about or budgeting for your needs. The designated representatives of donors come together in October each year to announce a single year's allocation.

To plan an international research agenda on the basis of funds you may or may not get each October is quite limiting. Ideally, you need five years of pledges at a time. No other granting system that we know of which drives such important worldwide work is run on such a "hand to mouth" basis. We wonder what the public outcry might be if research into heart disease or cancer were funded in this way.



Some donors are generally unexcited about CGIAR at present. They do not see the funding as high priority but rather an obligation. They are asking for impact statements. Whereas CGIAR sees itself as doing international agricultural research of benefit to developing countries, the donors are asking "what's in it for us?"

The system's researchers themselves are not exciting the donors. In fact, they are wearing out a path to the doors of donor agencies, often creating competition for funding between the IARCs.

Other donors are very committed to the system and want it to be successful in the revitalisation program. Generally, something needs to be done to bring the donor understanding and support for CGIAR back to more interesting levels.

Donors are surprised at CGIAR's naivety in financial matters. We are told that you had no reason to be shocked about reduced funding when governments are cutting their financing of all sorts of things within their own countries.

The U.S.A. is perceived to be giving too little to the system. Europeans quote figures on a per capita basis. It works for them.



Our overall observation about the present donors is that CGIAR needs them to be represented by higher level persons. The way the representation has gone is a large part of your problem. To excite high-powered officials and to perhaps lift the donor representation above those who really cannot change things, should be a priority. This seems to highlight the importance of the proposed special meeting early next year with Mr. Serageldin and the government leaders.

**3. Staff requirements.** At all levels within CGIAR, there is a fundamental lack of understanding about fundraising. Ideas abound within your ranks and that is not at all unusual. However you must resist the notion of following the latest fundraising and resource mobilisation ideas and trends on the basis that someone among you is enthusiastic about it. In such a large organisation as yours, with no time to lose in successfully acquiring new donors and immediate additional income, you should put aside all the generalisations and follow the sound practices of the fundraising profession. These are not practices we invented. They have been techniques that are tried and proven over the years.

In our recommendations, we suggest that you employ an Executive Director for the CGIAR Foundation. This individual will be a thorough fundraising professional empowered to work with your senior board members and staff and the new leaders of the Foundation to seek nontraditional funding and to help coordinate the fundraising efforts of the Centres.

CGIAR is also considering the employment of a Public Relations Officer. We believe that this appointment should be made after the establishment of the proposed Foundation.



We are recommending that Centres also employ fundraising professionals as Development Directors.

Job specifications are included as Appendix D.

### ***Potential Donors***

**1. Governments.** We note there are a number of governments conspicuous by their absence from your current donor list. We believe there must be significant potential to interest other countries in joining the system, especially since so many

have already benefitted so much from the work you have already done. Senior officials from Eastern Europe, the Middle East, the Southeast Asian Nations, South Africa and New Zealand need to be invited to the meeting planned by Mr. Serageldin for early 1995.

**2. Trusts and Foundations.** Major internationally-focused trusts and foundations represent the most immediate source of seed money for new CGIAR programs. Our research has identified a number of these organisations which might respond to a proposal from you. Undoubtedly, other such sources are available and are known to individuals within the system.

**3. Corporations.** There is some fear within the ranks of CGIAR about the impact of receiving corporate funding. The concern seems to be about the perception of giving away the integrity of the system and perhaps providing an advantage to the corporations that become donors.

In all of the fundraising we have done at corporate level, the client organisation offers a proposal to the company and sets the firm guidelines as to what company recognition and benefit there might be. If the corporation cannot accept the proposal, then that is the end of it. At no stage does CGIAR have to agree to anything that might compromise it.



In this type of international fundraising for programs to do with such issues as hunger, poverty and the environment, it is often enough for a corporation and/or its senior executive(s) to be seen to be a part of "changing the world for the better."

The Australian experience with the Crawford Fund is a good example of corporate social responsibility. The idea of funding scholarships at \$30,000 for an individual agricultural scientist or field worker from the third world to study

practices in Australia was an attraction to corporate donors who subscribed most of the \$3 million given to the first appeal. Many multinational businesses were among the donors, and we are unaware of any compromise to the agency or agricultural science. There are many other precedents where corporate giving to research has been so valuable. e.g medical research.

Many worldwide corporations also have created separate charitable foundations which can be approached for funding. Separately operated, their giving focus often reflects a social concern for issues being addressed by CGIAR.

Direct corporate funding has untapped potential for CGIAR. Look at company R&D budgets. Some multinational companies are putting more money into research than is spent through CGIAR each year. We are led to believe, for example, that Shell Oil spends a half a billion dollars per annum on research. Cooperation with the corporate leaders in worldwide agribusiness organisations could result in meaningful financial assistance for your cause.

Having said this, we became quite aware during the course of this study that corporate approaches are not a priority to your present leadership.



**4. Individuals.** We are convinced that it is not at all feasible for CGIAR to mount a successful fundraising campaign to the masses on your behalf. You would be forced to compete with other emotive and high profile causes, those for example, that immediately feed people who are starving today.

However, there is a short list of significant individuals who are well known philanthropists on an international scale. We believe that significant gifts of cash or multi-year pledges would be available to you provided you take the right approach.

Perhaps even more importantly, we encourage you to think of some of these individuals as potential leaders of an international appeal and the first members of the CGIAR Foundation.

### *Environment for new fundraising initiatives*

There is no right time to fundraise. Most organisations finally do it when they need the money.

Because of economic pressures, governments are clearly reducing their funding to the system and you have a small window of opportunity presented to you by the initiatives of Mr. Serageldin. The recently presented plan is a two-year "propping up" and stabilisation activity.

Fortunately, the constraints on governments for funding are not matched by the financial limitations on trusts and foundations nor by corporations or wealthy people. Their assets are intact. The recession for them is mostly ended.

The fact of life for CGIAR and the entire system is that sophisticated fundraising is about to become an ongoing activity. Not only that, the advent of hitherto institutional funding is going to have to give way to a new and dynamic approach where you present exciting research programs to win over donors who will want to fund them. We see CGIAR at a crossroads. The possibility that somehow the money will just be there each year, the heady days of the eighties, are gone forever.

Fundraising for CGIAR can be successful. The work of and benefits to society through CGIAR and the IARCs can be sold as an exciting venture.



### *Conclusions to Observations*

In our observations, we point to the many comments that arose during lengthy discussions with dedicated people. It would be remiss, however, to do other than conclude that this study shows an overall loyalty and deep commitment to the system and a willingness to help in whatever ways the various individuals can.

Recognizing the current and long-term financial exigency that exists, we saw real enthusiasm for fundraising from many important people who would ask for gifts and influence others to give to the system. We must conclude that there is evidently a strong willingness within CGIAR and the Centres to take on the difficult task ahead. Not everything is properly in place. Not everything is as happy as it could be. There is much preparation to be done. However, it is our intention to make positive recommendations as to how we believe you should proceed toward a successful fundraising program at various levels within the system.




## **Fundraising Principles**

Before making our recommendations, we wish to explain a number of basic fundraising principles. We believe that this report will be read by some within the system who have had little or no experience with fundraising. Since fundraising for CGIAR and the Centres is for large sums, this section is to help you understand the ways of successfully soliciting major gifts.

**Fundraising is a "people" business.** It is a fact that giving by living men and women outstrips every other form of philanthropy, including gifts from foundations, corporations and other organisations. According to various charitable giving studies, over 80 cents of every dollar is given directly by individuals.

Whilst CGIAR will primarily focus its approaches to governments, trusts, foundations and corporations, remember that the decisions to give at these institutions are made by people, too. Someone in every organisation has the power to make the grant to you. So a successful fundraising activity can only take place when:



**The right people ask the right prospects  
for the right amounts in the right place at the right time**

CGIAR's chances of increasing donor funding will be greatly enhanced if you can enlist the assistance of people who can speak to the heads of government and seek their influence in changing the nation's budgeting to your advantage. The only way you will succeed in finding new funding is to carefully enlist people who can "champion" your cause and properly approach the decision-makers in the prospect organisations.

**The case for the gift must be bigger and stronger than the organisation itself.**  
Almost all giving, whether governmental or individual comes down to the

excitement involved in funding the particular project before them. We have learned that all grant making and philanthropic giving is as much emotional as cerebral. Grantmakers do not give to needs. It is fundamental not to appeal for funds because you need money, or because your budgets are being cut. Donors support winners not losers. People give to successful programs.

Columns of statistics, financial statements and historical facts may be very important for background. But large donors, institutional or not, seem to be unmoved by such facts. We have conducted many studies amongst top leaders who seem to be unimpressed by blueprints and plans.

This is why we are emphasising with CGIAR the need for a simple case for funding. Something that can be explained without all the scientific jargon and equivocation that goes with such talk. Donors at all levels give to dreams and dazzling visions. That is how CGIAR started. That is what you must do now.

**Do not just sell the needs of your organisation.** Your case should be bold, visionary and contain opportunities for the donors to make a partnership with you. This does not mean giving up anything or compromising your research. It does not mean giving away intellectual rights or having sponsors with whom you would rather not be associated.

When talking to people who are prospects for support we advise our clients to listen carefully. See how you can mould the interests of the potential donor into the opportunities of the proposed program. The magic is in making certain that what they want most is what you want most.

**Commitment regarding a large gift does not come on the first contact.** If it does, then you are not receiving as much as you should. Large gifts are negotiated. The prospect thinks about it, talks to others. In government circles the decision about






renewed pledged funding for CGIAR over the next five years should almost be a cabinet decision. You should resist at all costs the idea that heads of departments might try to find an extra few dollars from existing budgets. You need a dedicated decision made at the top.

The same is true with trusts and foundations. Trustees need to think about a proposal. The boards of corporations need time too. Provided you have made the approach with your most influential asker talking with and physically handing the proposal to the board member who can really convince the others you will most likely win.

**Spread subscriptions raise a much greater amount than immediate cash donations.** We would recommend that any fundraising initiative by CGIAR or the Centres seek spread giving over a three- to five-year period. The only way you can succeed with pledged giving is to have a case for funding over several years as explained above. This tenet for fundraising success must be very evident to CGIAR.



**The correct use of promotional materials and letters is important, but it is no substitute for face-to-face solicitation.** All major gifts, whether seeking increases from existing donors or convincing others to become donors for the first time, must be the result of personal solicitations at the highest levels. Face-to-face contact is always the most effective communication. Telephone calls are not so good, nor are personal letters. Solicitations for major funding must be worth the effort of sitting down one-on-one with the people who can influence the decisions.

Prospects should always be educated as to your needs before being asked to make a gift. We often recommend special educational functions where a presentation is made to prospects and at that time materials may be handed to them. They are,

however, promised a personal visit shortly thereafter to discuss how they might help.

**You must ask for a specific gift.** Asking for money is not easy. We have worked in this field a long time with some of the most prominent, inspiring and committed people in the world. Campaign chairs include Prime Ministers from Margaret Thatcher to Malcolm Fraser, Ministers, Premiers and Governors of State, Presidents of major companies...it has been a privilege for us to work with them all. Almost all have one thing in common: they don't mind making speeches and putting forward the case for funding...They don't mind public utterances about money but they blanch at the thought of actually asking anyone face-to-face. But if you don't ask, you don't receive.

That's often where consultants do their best work. Though they are not influential and are unable to get appointments with the top people on their own, provided they are present when the solicitation process is happening, the volunteer can easily ask them to explain what is needed. They ask and the answer or subsequent action is promised in front of the solicitor who must be one of your top financial people.




All solicitations must involve a presentation of your case and ask for a specific amount to carry out the work.

**Solicitations for major gifts deserve special treatment.** The effective solicitation or negotiation for large pledges deserve special meetings and separate appointments from other meetings on your agenda. Too often, solicitors try to include such moments to coincide with other gatherings. The result is to make the solicitation less important.

This point needs your consideration with respect to the ways CGIAR intends to reach out to donor countries in the future.

**A sense of duty and responsibility provokes donors, but it is a factor which is difficult to describe.** CGIAR has many donors who are devoted to the system. Belief in your agency is compelling enough reason for them to do the best they can to help you. However, most of your donors and all of the prospects who have yet to enjoy supporting you have great resources and they choose to restrict or deny CGIAR further funds. They don't feel guilty about this. Their giving has nothing much to do with duty.

Increased funding for CGIAR will not be achieved by appealing to a sense of duty. Donors will give more when they respond to an organisation that is dynamic, with enthusiastic volunteers and staff propelled with the zeal of a dedicated missionary. In all of our experience, we do not know of a really major gift that was made to a worthwhile cause where the donor did not have high regard and respect for the board members, senior volunteers and staff.



**Recognition and thanking is vital.** We have learned that donors tend to stay with programs that keep them involved and make them feel good. Their interest is stimulated by keeping up to date with the successes of the work they are supporting.

A major donor may not always require recognition, but they enjoy it. Look for chances to include the donors in publicity; involve them in your meetings. We are convinced that appropriate recognition, tastefully and tactfully rendered, is welcome indeed. Do not expect the donor to seek this recognition. Offer it instead. Initiate ideas; encourage donors. You cannot thank a donor too often.

**Research prospects with painstaking attention and care.** No amount of detail is too small. What may appear to be insignificant information can often open the door to a major gift. Your prospect appreciates it when the solicitor knows about them and can talk of things which are mutually satisfying.

**Never in the history of the world has there been an era with greater priority and urgency for the delivery of human and social services.** The world is living through a time of recession and unemployment. In general, the governments' collective responses have been to restrict and cut funding for human and social services. The combination of funding cuts together with a burgeoning number of such service demands in our communities, places an uncompromising burden on the private sector for financing.

Many service organisations will fail. CGIAR ought not to. You are a large organisation with a splendid mission. You can be a bold and daring organisation. There has never been a more auspicious time or greater receptiveness on the part of donors to give money to a captivating or irresistible idea. There has never been a better time for CGIAR to raise money than now.




**Bequests are a fast growing source of fundraising income.** The idea of soliciting bequests to endow certain aspects of CGIAR work is one worth thinking about for the future. With the aging of our populations in the western world, many extremely wealthy individuals look favourably at certain praiseworthy programs and wish to endow them for a number of years or in perpetuity.

**Fundraising is not begging; it is giving the donor a chance to help achieve something worthwhile and to feel good by doing so.** This statement is self-explanatory and yet so many organisations go about their fundraising activity as if they were beggars locked into some demeaning task. Nothing could be further from the truth.

## **Recommendations**

We are recommending a program in five phases which CGIAR should aim to implement during the next two years or so. For the sake of demonstrating the timing of each part of the planning and campaigns, we are suggesting dates for implementation. Some of the phases merge together and overlap because of concurrent activities.

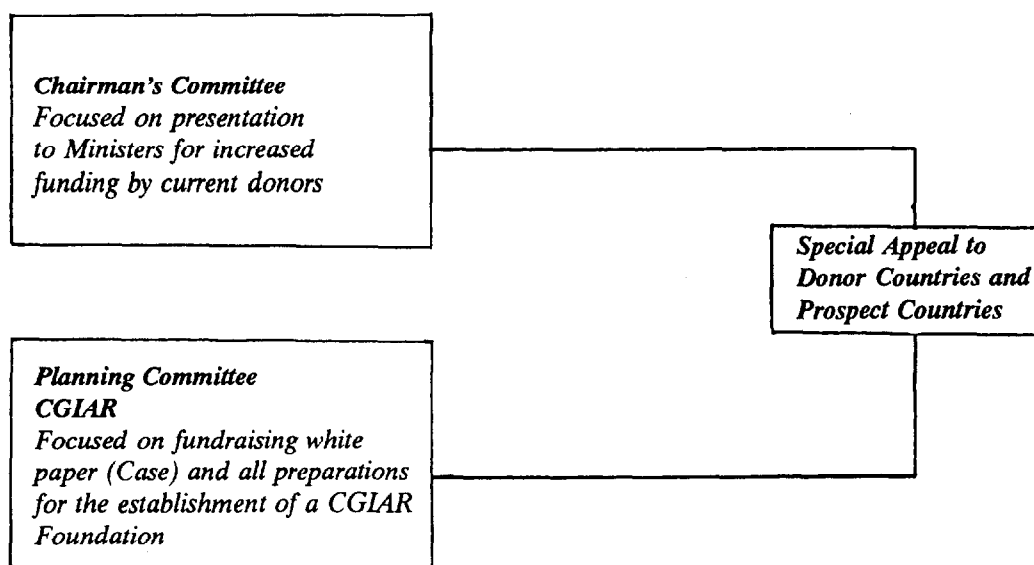
This will not be an easy program. You will need guidance and direction to organise an integrated fundraising venture which will produce the desired results. We recommend that you engage fundraising consultants to help you and, naturally, we hope you will continue to work with Downes Ryan International. The five phases are:

- Phase One    Funding Stabilisation**  
**(August 1994 - June 1995)**
- Phase Two    Preparation and Planning**  
**(October 1994 - March 1995)**
- Phase Three   CGIAR Foundation Establishment**  
**(January 1995 - June 1995)**
-  **Phase Four    Centre(s) Major Gifts Appeal(s)**  
**(January 1995 - December 1996)**
- Phase Five    CGIAR Foundation Appeal**  
**(July 1995 - December 1996)**

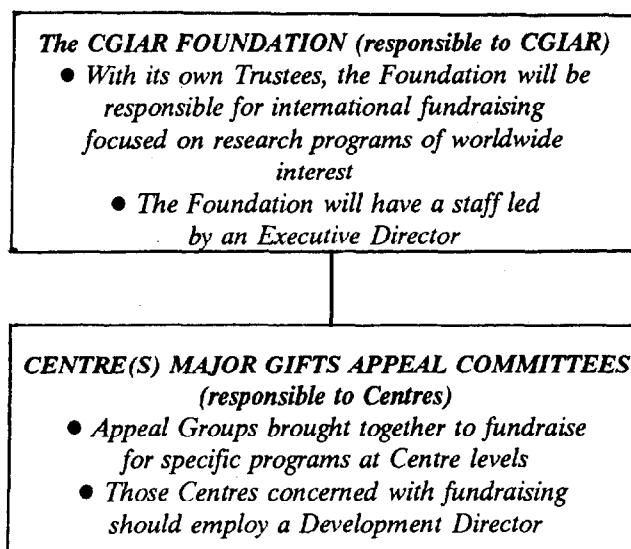
There is another fundraising opportunity which we mentioned in our observations but which we will not deal with in this report. That is the national type of fundraising done within a country for agricultural research of particular relevance and interest to NARS. We have not included it here as it seems more the province of nationals than for CGIAR.

On the following page, we have provided a fundraising organisational chart which will outline the integration of the recommended phases.

## PROPOSED FUNDRAISING ORGANISATIONS FOR CGIAR AND CENTRES



### THE ABOVE SHORT-TERM AND PLANNING ORGANISATIONS THEN GIVE WAY TO



The following pages describe what we recommend should happen using the above organisation.

## **PHASE ONE - Funding Stabilisation (August 1994 thru June 1995)**

With new enthusiasm after the Mid-Term Meeting in New Delhi, May 1994, and with Mr. Serageldin's leadership to turn about the short-term funding crisis, we recommend a careful approach to the exercise of inviting, educating and asking existing donor countries to increase their funding to CGIAR. We perceive that there is an attitude that senior government ministers have only to be invited by letter to a meeting next January and be asked to reverse the current funding trends in a group situation. If this approach is followed, we are concerned that it will at best result in some token improvement of funding and at worst that it will fail completely. Group dynamics will work against you.

The proper approach for this activity to stabilise funding exists in the principles of invitation, education and personal solicitation. Furthermore, we see this as an opportunity to not just involve existing donor countries, but to include new prospective donor countries as well. The involvement of these donors and prospects together at an important meeting where senior Ministers and/or Premiers attend will be the right forum to explain the CGIAR case.



We recommend the following steps:

### **August/September 1994**

1. Plan the case for support (presentation) to existing donor countries and prospective donor countries.
2. Include the appropriate notes for Mr. Preston to use in his keynote address to the IMF and World Bank annual meetings in September 1994.
3. Ensure that invitations to a special meeting in 1995 are personally extended to ministers during the IMF and World Bank annual meetings.

4. Use the CGIAR Chairman's Committee meeting due to meet in September to work with leaders and ensure a dynamic presentation to the special meeting of ministers.

5. Select new prospective donor countries for invitation to the special meeting.

**October 1994 thru June 1995**

6. Written invitations and supporting material to be sent to all relevant Ministers and senior officials of donor countries and prospective donor countries. Letters should be signed by the President of the World Bank, Director General of FAO and the Administrator of UNDP. These signatures will guarantee attention.

7. Invitations personally followed up by CGIAR/World Bank officials or other influential friends. This special meeting must be viewed by all concerned as a critical gathering.

8. Any media attention in the Disney presentation on "Feeding and Greening the World" in October to be used to highlight CGIAR and Centres' research.

9. Research the first prospective CGIAR Foundation members.

10. Invite selected prospective CGIAR Foundation members to a steering committee meeting chaired by the most powerful figure you can find. (Possibly President Carter or another equally prominent world figure would attend one meeting for this purpose.)



11. Also invite the Foundation steering committee to attend the special meeting for ministers early 1995.

12. Make a powerful presentation of an urgent case to feed and green the world at the special meeting.

13. Because it is unlikely that anyone will write checks on the spot, a follow-up procedure will need to be in place to secure the new monies after the event. In the case of new prospective donor countries this may necessitate high level visits for further negotiations with them.



These steps are inevitable if you are to take advantage of the influence of the co-sponsors and the energy of Mr. Serageldin to establish goodwill with much higher authorities in the donor countries than you are presently used to.



#### **FUNDING STABILISATION PHASE**

- **Develop a case for increased funding**
- **Announce funding challenge at IMF**
- **Extend personal invitations at IMF**
- **Serageldin committee meets**
- **Plan powerful presentation to special meeting of ministers**
- **Identify new prospective donor countries**
- **Letters of invitation sent over top signatures**
- **Invitations followed-up**
- **Invite first Foundation steering committee to meet**
- **Presentation to special meeting**
- **High-powered follow-up to ministers for new grants**

**PHASE TWO - Preparation and Planning  
(October 1994 thru March 1995)**

This phase will include the CGIAR Secretariat, PARC and on occasions Mr. Serageldin and his key advisers. This is the homework phase for the major initiatives of establishing the CGIAR Foundation and developing the appropriate campaigns for Centres that wish to involve themselves in this way.

The steps necessary for the preparation are as follows:

1. The appointment of a Planning Committee for resource mobilisation and strategic development. This will include members of the CGIAR Secretariat, PARC members, and others interested and able to contribute to this preparatory exercise. This may involve some of the key scientists. It may also involve a few from the Centres who are actively involved in fundraising but not represented at PARC.
2. Preparation of a detailed case for grant support with attention to overall worldwide themes, bilateral or multilateral research program themes for use by the new CGIAR Foundation in fundraising and the more saleable program themes for use by each Centre. The object is to provide a comprehensive document which becomes the overall platform for nontraditional funding; a white paper from which the subject matter can be drawn for different fundraising initiatives during the next two years or more.
3. Screening of the initial prospect research materials provided with this study to select those appropriate and add new names for the different appeals being considered. To also advise who might be the individual philanthropists to include as invitees to the steering committee of the Foundation.
4. Ratification of a definitive plan of action which would be produced in consultation with the Planning Committee by the consultants. Such a plan to have all appeal organisations coordinated and the various activities over the next two years timed, quantified and qualified.
5. Assist Mr. Serageldin on presentations to the special meeting of ministers.
6. Arrange and run a Centres' Fundraising Education Week on the subject so that all who wish to become involved but may not be serving on the Planning Committee will be brought up to date with the program in hand and modern techniques in fundraising.
7. Identify eventual CGIAR Foundation members and Centre appeal leaders and advise the format for the orderly conduct of the solicitation of gifts.



8. Produce the high quality materials for the campaigns. This will involve the use of videotapes and brochures.
9. Prepare the appropriate pre-appeal(s) publicity.
10. Arrange ongoing public relations programs.
11. Set targets and confirm the levels of giving for each component part of the appeal(s).
12. Since this early work may lead to some immediate opportunities to obtain early gifts or grants, the Planning Committee should be empowered to make early proposals for gift support.

We cannot overemphasise the importance of this preparation phase. Appeals fail all too often because of the lack of effort in getting the case right and not properly assessing prospects. At the end of a successful preparation, we should know who should give to CGIAR or the Centres and why they would want to become involved as your donors. We should know who the campaign leaders ought to be even if they haven't been asked yet. We should know how to conduct the campaign and solicit gifts. We should know the amounts we are going to ask from each prospect. We should know what might be the designated gift opportunities and how we will recognise the major donors. We should know how much will be raised and exactly how long it will take to do the work.



#### **PREPARATION AND PLANNING**

- Planning Committee established
- Develop the all embracing Case Statement
- Initial prospect evaluation
- Prepare a plan of action for all Appeals
- Develop promotional materials
- Implement Centres Fundraising Education Week
- Develop a donor recognition table
- Identify appeal leaders
- Preparation of some key submissions

**PHASE THREE - CGIAR Foundation Establishment  
(January 1995 thru June 1995)**

**"We must...engage the international community in the demanding and unrelenting task of meeting the challenge of a world where a billion people still go hungry today and to whose population we are going to add another billion over the next decade.**

**"A world that will have to feed 10 billion people by 2050."**

**-Ismail Serageldin**

**Fundraising for the CGIAR should have high goals and important participants.**

We recommend the establishment of a CGIAR Foundation to answer two problems CGIAR now faces. As this study has shown, you are primarily a body of talented scientists but without many people of top financial influence and wealth. And you are now on the verge of needing to solicit financial support in nontraditional funding areas.

People of top financial influence are those who can open doors and get the attention of the most important people in the world. They are men and women of substantial means themselves; they can give to your cause and they can certainly get funds for your cause.



Based on the information revealed during this study, the first deliberations of the Chairman's Committee and the CGIAR Planning Committee, a short list of individuals with top financial influence at an international level should emerge. We are suggesting that you may get the first of these individuals involved for the special meeting with the Ministers of donor countries and new prospect donor countries as a public relations exercise. However the establishment phase to bring the Foundation into being would not take place before the new year.

**Formation of a Steering Committee.** Membership of this Steering Committee would be restricted to a dozen people at most. These people will qualify as those with top financial influence. In attendance at the meetings would be those CGIAR personnel who are necessary to assist with the establishment phase.

The CGIAR Foundation Steering Committee can only be successfully formed if you enlist the help of a very significant person who would chair the Steering Committee for three brief meetings or, at least, be the signatory to a letter of invitation and chair only the first meeting. The invitation to join the Steering Committee should be compelling. Those invited should want to attend. The venue should be appropriate and can be anywhere in the world. The first meeting of the Steering Committee might coincide with some special event somewhere in the world.

**Steering Committee Purpose.** Together with advisers and with input from the CGIAR Planning Committee, this committee must determine the following:

1. What will be the name and priorities of the Foundation and who will be its members?
2. From the Case Statement they will discuss which programs they will choose to fund. They may take a program focus on a bilateral or multilateral basis, they may support CGIAR in securing an annual amount of unrestricted funds. In any event the Steering Committee will select the funding need which, with guidance, they believe will "sell" to the outside community.
3. The Committee will review the short list of international prospects screened for them by the Planning Committee. They will add names or new information. They will devise strategies for the first fundraising campaign.
4. The Foundation Steering Committee will adopt a plan of action produced by outside counsel.
5. Materials for the presentation of the Foundation will be produced.



6. The legal constitution or whatever memorandum of association is needed will be agreed. On this point it is important that all concerned realise at the outset that the cause is CGIAR and that the system and its organisation should at all times be able to direct the research agenda put forward for funding.

7. Agree the job specification and initiate the search for a fundraising professional to become the Executive Director of the Foundation.

The establishment phase for the Foundation is meant to bring into being the organisation which will take responsibility for the internationally focused fundraising to nontraditional sources. Apart from some early solicitations of those immediate prospects that present themselves, this should not be seen as a time for campaigning. That is properly explained in Phase Five.

The name of the Foundation requires consideration. This could be the ideal opportunity to move away from CGIAR. The Ten Billion Foundation may be more saleable. Many other names can be advanced. For the purposes of this report we refer to this organisation as the CGIAR Foundation.

#### **CGIAR FOUNDATION ESTABLISHMENT**

- **Enlist the interim Chair or Steering Committee Chair**
- **Invite selected prospects to form the Steering Committee**
- **Review the name and purpose of the Foundation**
- **Establish priorities**
- **Identify the Case for international funding**
- **Review genuine international prospects**
- **Adopt a Plan of Action**
- **Produce Foundation publicity materials**
- **Agree a legal constitution or memorandum of association**
- **Implement a search for the Executive Director**



#### **PHASE FOUR - Centre(s) Major Gifts Appeal(s) (January 1995 thru December 1996)**

Opportunities clearly exist at Centre level for successful major gifts campaigns to fund certain of the research projects which are attractive, urgent and compelling to prospective donors. We recommend that all CGIAR funded IARCs examine the opportunities in this regard. In the second phase of the recommendations of this report, we have suggested a Centre(s) Fundraising Education Week where we would expect the possibilities for Major Gifts Campaigns might be more closely examined and explained to the Centre(s) participants.

In the two-year period nominated, we suggest that any Centre which is interested in learning the professional approach to major gifts campaigns, employ counsel to implement the module explained below.

The Centre(s) Major Gifts Module is designed to include the necessary steps for a successful fundraising outcome. It should also be viewed as compatible with any current international solicitations for CGIAR worldwide. Fundraising must avoid competitive approaches within the system to any one donor. A vital part of the preparations in all phases of the recommendations in this report is the research, rationalisation and proper solicitation of prospects to the best advantage for the system as a whole.

The downside of a Centre subscribing to the Major Gifts module may be viewed as a loss of independence in the selection of key prospective donors. We would argue otherwise. The many different approaches by some Centres in direct competition with one another for a particular donor(s) funds may result in a short-term win but most likely makes the system look poorly organised and shortsighted.

Each Centre's Major Gifts Campaign must be looked at as a separate module. We suggest that Appeal targets are in the \$3-\$10 million range over the pledge period of three to five years depending on the size of the Centre, the project and the potential donors. It may be more.

### **The Centre(s) Major Gifts Module**

The program is to be conducted in three stages:

- The Preparation (3 months)
- The Campaign (6 months)
- Stewardship (the period of the pledges or grants)

**The Preparation.** The objective of this phase is to ensure all preparations are made for the gift seeking or grant proposals to follow. These will include:

1. Selection of a research project and the development of a specific **Case Statement**.
2. Identification and **Listing of Prospects**, and initial research to best match the prospects with the various needs of the project.
3. The incorporation of specific fundraising principles and strategies into an agreed final **Plan of Action** for undertaking a major gifts program.
4. The development of supporting promotional materials as required - e.g. A brochure, videotape, etc.
5. The implementation of a suitable **Pre-publicity** drive.
6. The establishment of a **Designated Gift or Sponsorship** recognition program.
7. The identification of prospective **Appeal Leaders** within the Centre community.
8. **Leadership Visits** with prospective Appeal Leaders.
9. The Search and appointment of a **Centre(s) Development Director(s)**.
10. **Training** for the Development Director and other Centre staff who will be involved in the Major Gifts Appeal.





**The Campaign.** The purpose at this stage is to educate and solicit the very top prospects for large gifts and/or grants pledged over a three- to five-year period. This will require the involvement of those leaders who accepted responsibility and the challenge offered through membership of the Centre(s) Appeal Cabinet.

Prospective major donors will be identified from selected individuals, foundations and trusts, non-governmental organisations, special government grantmaking authorities, corporations and individuals whose interests and charters allow gifting to agricultural research and/or the alleviation of human hunger.

Specifically these activities include:

11. Training the Appeal Cabinet in all aspects of "the art of asking."
12. The nurture, education, motivation and solicitation of selected leaders and major prospects.
13. Conducting special research visits and educational functions for prospects.
14. Writing grants and sponsorship proposals.
15. Personal approaches to key individuals who may give themselves or influence trusts and corporations to give.
16. Developing written submissions for major grants to be also supported as much as possible by personal lobbying to corporations, trusts and foundations.
17. Implementation of procedures to properly administer the appeal and secure the pledges in years to come.
18. Further training of the Development Director(s) in the various aspects of Total Development Fundraising.

**Stewardship.** The Centre Development Director(s) will be responsible for the administration of donor records and for thanking and nurturing those who have participated and given to the program. As future major gifts opportunities arise, the Development Director would stand ready to execute further Appeals as described in this Module in subsequent years. Fundraising for the Centres should become an ongoing activity using Total Development techniques.

## **CENTRE(S) MAJOR GIFTS MODULE**

### **PREPARATION**

- Case Statement
- Listing of prospects
- Plan of action
- Materials
- Pre-publicity
- Planning of designated gifts or sponsor recognition
- Enlist appeal leaders
- Leadership visits
- Appoint Development Director
- Centre staff training

### **CAMPAIGN**

- Training leaders
- Special education for prospects
- Personal approaches to major donors
- Written submissions for major grants
- Procedures to administer the appeal
- Training the Development Director

### **STEWARDSHIP**

- Administer donor records
- New prospects
- Public relations
- Thanking
- Reminding
- Continued fundraising



## **PHASE FIVE - CGIAR Foundation Appeal (July 1995 thru December 1996)**

With the CGIAR Foundation successfully established and the leaders in place, we recommend a specific worldwide appeal in support of your very best international program. We see the case for Foundation activity as always being focused on at least a bilateral or preferably a multilateral research program with funding taken into the system to specifically support a piece of worldwide research. Examples we see for such a focus are programs such as plant genetic resource research or high altitude farming. In your Research Allocation Paper for 1994-98, there might be other possibilities described as ecoregional programs, though this could clash with Centre campaign interests.

The Foundation Appeal should not be undertaken without expecting to target between \$15 to \$50 million in additional funds over the pledge period of three- to five-years.

Your Foundation leaders need to be quite clear on the program case for support and the prospects to whom the appeal will be directed. They must have a plan of action and be ready to execute a thoroughly professional approach to educate and solicit grants or gifts through the most important people in the prospect organisations.



This plan will have been largely agreed during the work with PARC and the others in the Preparation and Planning Phase and the CGIAR Foundation Establishment Phase. (Phases Two and Three already described.)

The selection and orientation of the Executive Director of the Foundation will also be a necessary preparation for the first international appeal.

The Campaign itself will probably be directed at very few prospects with the most potential to give. Like the Centre(s) Module, the process of campaigning involves education, solicitation and negotiation. Fundraising counsel should be involved in working with your Foundation trustees and senior personnel in meeting with the most influential individuals within prospect organisations to seek their advice and guidance on the content and style of the submissions CGIAR wishes to make formally to their foundations or corporations. This process of negotiation takes many months.

The ongoing work of the CGIAR Foundation will be to develop other major gifts opportunities, to encourage worldwide philanthropy and to bring the CGIAR system to the forefront amongst those who matter in international agricultural circles. We see future opportunities for the solicitation of wealthy individuals for cash and bequests to further your work and even endow certain basic programs.



#### **CGIAR FOUNDATION APPEAL**

- Finalise international program case for support
- Shortlist the worldwide prospects
- Appoint Executive Director
- Training the team
- Education of prospects
- Interviews with top executives on the best approaches to their organisations
- Grants proposal writing
- Sponsorship proposal writing
- Solicitation and follow-up
- Executive Director to further the Foundation's program

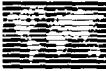
## **Proposal from Downes Ryan International**

We propose that you appoint Downes Ryan International as your fundraising consultants to advise and direct all aspects of the various preparations and appeals during the period from October 1994 thru December 1996.

### **If CGIAR engages us:**

Downes Ryan International will continue at Board level to take overall responsibility for the coordinated activities on behalf of CGIAR and the Centres. At least two or three of our Directors would remain very personally involved with your projects.

We will assign one of our most senior consultants to work in Washington D.C. next to the CGIAR Secretariat and key people during the first three Phases concentrating on Funding Stabilisation, Preparation and Planning and the CGIAR Foundation Establishment.

 We will select this consultant from our present team based on that person's international experience and fundraising track record. The credentials of all our senior staff throughout the world will be reviewed.

Supporting staff to the preparatory activities which on the proposed timetable span October 1994 thru June 1995, will be research and secretarial personnel employed by our organisation.

Downes Ryan International specialists will also serve you as the various events unfold. Such services include the design and production of campaign materials, speechwriting, training and orientation of your staff, lecturing at the


Centres Fundraising Education Week, staff searches and so on.

For Phases Four and Five, dependent upon the involvement of Centres in their own Major Gifts Campaigns and the scope and execution of the CGIAR Foundation Appeal, we will assign senior personnel from our various offices as appropriate.

The actual time involved and costs in fees and expenses needs to be quoted separately when we have had further discussions with CGIAR after you have carefully assessed your needs in the light of this report.

#### **The Value of Using Downes Ryan International**

We recognise the competence and enthusiasm of your existing staff and the commitment of your other personnel in serving the system in various ways designed to improve your image and funding potential. However, we believe there are compelling reasons why you would be well advised to carry out the recommended program with our guidance.

- 
- We free your own staff to perform competently in their designated areas.
  - We become totally involved with your fundraising activities from start to finish. You need a director of fundraising operations, which at first, you do not have. A total reliance on making this function part of existing work at the Secretariat or leaving it to members of PARC does not work.
  - We provide the goal-orientated approach and continuity which your incoming top financial leaders will expect. Outside people with the dynamism you require will not wait on the system to reach conclusions by consensus.
  - Our experience worldwide makes us specialists whose only purpose is to deliver a campaign success.
  - We provide vital input at the critical times when campaigns tend to become delayed or go astray. This is the difference between success or failure.
  - We are professional trainers of volunteers in the art of asking.
  - We accompany appeal leaders on their solicitations and make sure of every possible success.

- We document all aspects of the campaigns in reports which give you accurate materials for future reference.
- We help you search for and select fundraising staff and can train them as necessary with the aim of producing greater fundraising independence for CGIAR and the Centres in future.
- With our help, you will achieve a better result faster.
- We provide an objectivity which is almost impossible to obtain when you run a campaign by absorbing the activities into the responsibilities of existing or very new staff and volunteers.

Specifically, Downes Ryan International becomes involved in all aspects of the program as described in our recommendations. We are involved in the preparation processes, plan agendas, provide speakers' notes, write the case statements, plans of action, do the prospect research, design and produce campaign materials, work with the steering committees and planning groups, help enlist volunteers, train all concerned, help you find and train staff, help with the proposal writing, join your "champions" in the solicitation processes, set up appeal organisations to record and thank, and provide counsel on ongoing fundraising activities. We attend all the meetings and make certain that everything happens the way it should. We do all things necessary to keep the time of your senior people to minimum but effective levels.



If you choose to work with Downes Ryan International, we would expect that any contract would include the following conditions:

#### **Conditions**

- That you will in good faith enlist the active cooperation of your leaders and others associated with CGIAR and the Centres to do everything reasonable and proper to advance the best interests of the programs described in our recommendations.
- That you will in consideration of our work pay consulting fees as may be scheduled in our eventual agreement.

- That you will pay program expenses within a budget to be prepared in advance of the component parts of the recommended fundraising activities.
- That you and the Centres will as appropriate designate a representative to be responsible for the approval and payment of fundraising accounts and that person will also assume audit control of income received. We do not handle monies.
- To ensure that a high standard of fundraising materials is maintained and the appropriate messages contained therein, Downes Ryan International requires involvement in the design and production of any campaign literature and videotapes. (Whilst we do not insist on becoming the ultimate supplier of such materials, it is contrary to our practice to accept the work of voluntary advertising agencies, film or video production houses who tend to do what they like without regard to the fundraising requirements.)





## **Next Action Steps**

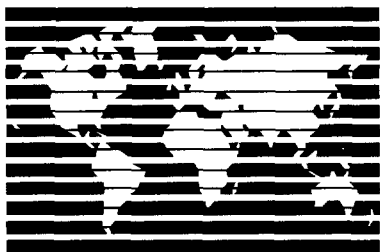
Messrs. Downes and Ryan have been requested to formally present this report at the PARC meeting in Copenhagen, 24 August 1994. If PARC decides to endorse the recommendations in this study, a series of decisions and next actions need to be considered before the fundraising program as described can be implemented. The following steps are intended to assist you.

- Decide on the distribution of this study document and instruct Downes Ryan International accordingly.
- Decide whether Downes Ryan International should be asked to make formal presentation to other meetings within CGIAR.
- Approach the Chairman of CGIAR about recommendations to do with Funding Stabilisation. Seek involvement in the September meetings.
- Set meetings for PARC and additional people to conduct the Planning and Preparation Phase.
- Discuss with fundraising counsel their support and negotiate fees and conditions. Employ fundraising counsel if that is your wish.
- Special efforts should be focused on the materials required for consideration in preparing the overall white paper on the Case for Support. Professional counsel should assist in evaluating these materials.
- Plan a series of high level leadership visits to probable Foundation members.
- Activate Phases One and Two of the recommendations. Begin preparations for the Centres' Fundraising Education Week.
- Brief the Centre(s) on the Major Gifts Module.
- Plan the first Foundation Steering Committee in conjunction with the special Ministers meeting.
- Advertise for and recruit the Executive Director for the CGIAR Foundation. Activate Phases Three and Four to schedule.



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## *Appendices*



## Consultative Group on International Agricultural Research

Interview  
Conducted by \_\_\_\_\_

## INTERVIEW DATA

Title \_\_\_\_\_

Company/Organisation \_\_\_\_\_

Business Address \_\_\_\_\_

City, Country \_\_\_\_\_

Phone \_\_\_\_\_

**Relationship to CGIAR:**

(Check as appropriate)

<input type="checkbox"/> Staff of(_____)	<input type="checkbox"/> Foundation Prospect
<input type="checkbox"/> Donor	<input type="checkbox"/> Individual Prospect
<input type="checkbox"/> Board member of (_____)	<input type="checkbox"/> Business Prospect
	<input type="checkbox"/> Governmental Prospect

Classification: \_\_\_\_ Financial Potential \_\_\_\_ Leadership \_\_\_\_ Influence

Giving: \_\_\_\_\_ Current Donor      \_\_\_\_\_ Past Donor      \_\_\_\_\_ New Prospect

PERSONAL AND/OR OTHER BACKGROUND INFORMATION

1. GENERAL ATTITUDE

- 1.1 Toward the Organisation: Committed ( ) Approving ( ) Uninformed ( )  
Disinterested ( ) Critical ( )  
(Indicate specific constructive suggestions or criticisms)

- 1.2 Attitude/relationship with CGIAR co-sponsors: Favorable ( ) Uninformed ( ) Disapproving ( )

- 1.3 Attitude regarding the leadership of CGIAR (staff &/or boards): Favorable ( ) Uninformed ( )  
Disapproving ( )

2. NEEDS

- 2.1 Agrees with the need for additional revenue: Yes ( ) No ( ) Doesn't know ( )

- 2.2 Indicate new, developing or expanding programs/activities that interviewee identifies as needed by CGIAR/the system:

3. **FUND-RAISING PROGRAM**

3.1 Attitude regarding an outreach by CGIAR to non-traditional funding sources:

Favorable ( ) Disapproving ( ) Non-Committal ( )

3.2 Attitude regarding an outreach by the individual centers to non-traditional funding sources:

Favorable ( ) Disapproving ( ) Non-Committal ( )

3.3 Suggestions to CGIAR and/or the individual centers for approaching non-traditional funding sources:

3.4 Reaction to approaching governmental and other existing sources for additional support:

Favorable ( ) Disapproving ( ) Non-Committal ( )

3.5 Suggestions to CGIAR and or the individual centers for approaching existing sources:

3.6 Names of major prospective donors, including both governmental agencies & philanthropic sources:

3.7 Names of highly regarded individuals already acquainted with CGIAR (&/or its centers) who might be enlisted as leaders/advocates:

3.8 Names of other highly regarded individuals not presently associated with CGIAR whose advocacy of its work would be of great value:

#### 4.0 GIVE

4.1 Will the interviewee (or interviewee's government, business, foundation, etc.) contribute?  
Yes ( ) No ( ) Won't Comment ( )

4.2 Possible gift level: \$ \_\_\_\_\_

4.3 What will be required to secure support at this level?

5. WORK

- 5.1 Will the interviewee assist with solicitations/making requests for grants: Yes ( ) No ( )  
Won't Comment ( )

- 5.2 Possible campaign worker: Yes ( ) No ( ) (If yes, in what position or role?)

6. ATTITUDE

- 6.1 How do you rate the interviewee's overall attitude toward CGIAR moving actively into non-traditional fund-raising programs:

Warm ( ) Receptive ( ) Reserved ( ) Apathetic ( ) Opposed ( )

- 6.2 How do you rate the interviewee's overall attitude toward CGIAR moving actively to increase its annual and/or special governmental appropriations:

Warm ( ) Receptive ( ) Reserved ( ) Apathetic ( ) Opposed ( )

- 6.3 Information, if any has been stated, which may adversely affect the proposed fund-raising activity.

Additional Interviewer Comment:

## Appendix B

### LIST OF INTERVIEWEES (Classification as analysis tables)

Anne Acosta	Staff, CIMMYT
Shinzo Adachi	Donor, Ministry of Foreign Affairs, Japan
Raisuddin Ahmed	Staff, IFPRI
David Bell	Board member, IFPRI
Andrew Bennett	Donor, ODA, London, England
Emibana Bernardo	Friend, University of The Philippines
F.A. Bernardo	Staff, IRRI
Ian Bevege	Donor, Australian Centre for Agricultural Research
Stein Bie	Donor, NORAGRIC, Oslo, Norway
Norman Borlaug	Staff/Consultant, CIMMYT
Richard Bradley	Donor, Asian Development Bank
Henri Carsalade	Board member, IFPRI from Paris, France
K.G. Cassman	Staff, IRRI
Alfonso Cebreneros	Friend, Director Govt. Relations, Mexico
Ernest Corea	Staff, CGIAR
Ralph Cotterill	Friend, Consultant to CIDA
Eric Craswell	Donor, Australian Centre for Agricultural Research
Ralph Cummings	Donor, USAID
Soedjadi Dauwinato	Staff, AFRD
J. Davies	Donor, ODA, London, England
Ruben Echeverria	Donor, Inter-American Development Bank
Johan de Haas	Donor, Ministry for Economic Cooperation and Development, Germany
Christopher Delgado	Staff, IFPRI
Paul Egger	Donor, Swiss Development Co-operation
Just Faaland	Board member, WARDA and ISNAR, Norway
Nasrat Fadda	Staff, ICARDA
Walter F. Falcon	Board member, IRRI
Curtis Farrar	Staff, IFPRI
K.S. Fischer	Staff, IRRI
R.A. Fischer	Staff, CIMMYT
John Flynn	Donor, USAID/REDSO
Christian Bonte-Friedheim	Director General, ISNAR
Marian Fuchs-Carsch	Staff, IIMI
Michael F.L. Goon	Staff, IRRI
Tiff Harris	Staff, CIMMYT



Geoffrey Hawtin	Director General, IPGRI
Yujiro Hayami	Board member, IFPRI
Peter Hazell	Staff, IFPRI
Gabriel Heffes	Friend, Cardenas Dosal, Mexico City, Mexico
Gerald Helleiner	Board member, IFPRI from Canada
Robert Herdt	Donor, Rockefeller Foundation
Delbert Hess	Staff, CIMMYT
Johan Holmberg	Donor, SAREC, Stockholm, Sweden
James Ingram	Board member, IFPRI from Australia
Jean-Pierre Jacqmotte	Staff, CGIAR Secretariat
Jacob Kampen	Donor, World Bank, based in Kenya
Abbas Kesseba	Donor, IFAD, Italy
Coenraad Kramer	Staff, ISNAR
Ekkejard Kuerschner	Donor, ATSAF, Germany
Klaus Lampe	Director General, IRRI (also on PARC)
Lene Lange	Donor, DANIDA, Denmark
Shantanu Mathur	Donor, IFAD, Italy
Philippe Mahler	Co-Sponsor, FAO, Rome
Burton Matthews	Board member, CIMMYT
Sohail Malik	Staff, IFPRI
Alexander McCalla	Board member, TAC Chairman
Allistair MacDonald	Donor, Delegation of the European Commission, The Philippines
Iain MacGillivray	Donor, CIDA, Canada
J.R. McWilliam	Board member, IRRI
Ruth Meinzen-Dick	Staff, IFPRI
Austin Mescal	Donor, Agriculture, Food and Forestry, Ireland
D. Mey	Friend, GTZ, Germany based Nairobi, Kenya
Harris Mule	Board member, IFPRI
Luis Navarro	Donor, UNEP, Kenya
Gustavo Nores	Director General
David Nygaard	Staff, IFPRI
Andrew Orlin	Staff, IFPRI
Selcuk Ozgediz	Staff, CGIAR Secretariat
Martin Pineiro	Board member, IFPRI
Per Pinstrup-Andersen	Director General, IFPRI, PARC Chairman
Jorge Reyes	Donor, UNDP, based in The Philippines
Sherman Robinson	Staff, IFPRI
Enrique Robinson-Bours	Friend, Bachoco, Mexico City, Mexico
Raul Anaya Rojo	Friend, Casa Pedro Domecq, Mexico City, Mexico
Barbara Rose	Staff, IFPRI

Eric Rusten	Donor, The Ford Foundation, Kenya
Cedric Saldanha	Donor, Asian Development Bank, The Philippines
Pedro Sanchez	Director General, ICRAF
E.N. Sayegh	Staff, IRRI
Bruce Scott	Staff, ICRAF
Sara Scherr	Staff, IFPRI
Ebber Schioldder	Donor, DANIDA, Copenhagen, Denmark
Nicole Senecal	Donor, CIDA, Canada, ISNAR Board Chair
Ismail Serageldin	Chairman, CGIAR
Roberto Servitje	Friend, Grupo Bimbo, Mexico City, Mexico
Roger Smith	Donor, ODA, London, England
Edward Sulzberger	Staff, CIP
M.S. Swaminathan	Board member, ICRISAT
Ravi Tadvalkar	Staff, CGIAR Secretariat
P.S. Teng	Staff, IRRI
Eugene Terry	Director General, WARDA
Jack Titsworth	Donor, Canadian High Commission, Kenya
Derek Tribe	Friend, The Crawford Fund, Australia
M.E. Tusneem	Donor, Asian Development Bank, The Philippines
Shinya Tsuru	Board member, IRRI
R. van den Berg	Donor, Ministry Foreign Affairs, The Netherlands
W. van der Goot	Friend, Delegation of the European Commission, Kenya
B.S. Vergara	Staff, IRRI
Tilak Viegas	Donor, European Community, Belgium
Alexander von der Osten	Executive Secretary, CGIAR
Louisa van Vloten-Doting	Board member, CIMMYT
Steve Vosti	Staff, IFPRI
Sudhir Wanmali	Staff, IFPRI
Klaus Winkel	Donor, DANIDA, Copenhagen, Denmark
Donald Winkelmann	Director General, CIMMYT

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105 interviews completed

The Directors of Downes Ryan International would like to thank all of the people above who so willingly gave their time to speak with us.

## Appendix C

### JOB DESCRIPTION

#### Executive Director, CGIAR Foundation

**Position Title:** Executive Director, CGIAR Foundation  
**Reports to:** The Chairman of Trustees, CGIAR Foundation  
**Appointed by:** CGIAR in consultation with the Trustees of CGIAR Foundation

**Basic Functions:** Serves as Executive Director responsible for non-traditional funding functions of CGIAR. Additionally, the Executive Director assists the Trustees and the CGIAR Secretariat to promote the image and the work of the system. The Executive Director would also chair meetings focused on fundraising held between the Centre(s) Development Director(s).

#### Primary Responsibilities:

##### FUNDRAISING

- Attend all meetings of Foundation Trustees, prepare agendas and support the Chairman in the guidance of each meeting.
- If appropriate to take advice and training from fundraising counsel to establish the first campaigns and Foundation activities.
- Work independently or with fundraising counsel to research, initiate and develop Foundation fundraising programs covering all aspects of Total Development which include annual giving, program orientated capital appeals and planned giving to promote research endowments.
- To nurture and help recruit volunteer leaders with top financial influence to serve as Trustees of the Foundation as vacancies arise. To support those people in their implementation of fundraising programs.
- After consultation with the researchers at all levels, to initiate written international case statements and plans of action for future fundraising appeals.
- Be familiar with laws and requirements of Foundations and tax laws as they relate to gifts.

- Prepare annual budgets relating to the administration of the Foundation office and fundraising programs.
- Supervise the receipt and proper acknowledgement of gifts. Remind donors of pledges.

#### **FOUNDATION PROTOCOL**

- Liaise with the CGIAR Executive Secretary regarding the safe custody and review of legal agreements and documents of title.
- Ensure that obligations are met and that CGIAR's research interests are preserved.
- Periodically review the CGIAR Foundation's Articles of Association to ensure membership qualifications and other provisions are adhered to.
- Periodically review the work and procedures of other Foundations' development patterns thereby ensuring that modern fundraising principles and procedures are maintained and that the CGIAR Foundation keeps up to date with current trends.

#### **PUBLIC RELATIONS**

- Liaise with the various constituencies of CGIAR to keep them informed of Foundation activities and successes.
- Liaise with Development Director(s) of the Centre(s) to compare fundraising practices and ensure non competition or duplication of approaches.
- Constantly nurture the Trustees and donors to the Foundation to keep them interested and involved wherever appropriate.
- Attend donor functions, encourage greater participation with CGIAR at all times.
- Work with CGIAR committees to keep them informed as to the Foundation's progress and to remain abreast of CGIAR research priorities and needs.

#### **ADMINISTRATION**

- Direct CGIAR Foundation office and administration including the supervision of Foundation staff when employed. Act as Secretary to the Trustees meetings and any other sub committees or fundraising committees that may be established.
- Supervise the maintenance of computerised records such as prospect research and donor pledges.

- At the request of the CGIAR Executive Secretary to attend any meetings required.
- Prepare quarterly reports of Foundation activities for general circulation within the system.
- Provide the administrative and clerical facilities as deemed appropriate for the Foundation, their committees and affiliated bodies.

#### **Secondary Responsibilities:**

#### **MEDIA COMMUNICATIONS**

- Arrange for the appropriate press releases for television, radio, press and magazines whether general or specialised on CGIAR research progress and policy.
- Place human interest editorials with worldwide media.
- Arrange for a regular Foundation Newsletter to be prepared and circulated to appropriate lists.
- Produce Foundation materials as required by the Trustees or CGIAR.

#### **RELATIONSHIPS**

- Maintain close relationships with the CGIAR Secretariat, Centre Directors and senior research staff and keep them fully informed of communications and fundraising programmes.
- Liaise with key people where the outcomes may form the case for the next Foundation international research appeal.
- Maintain close relations with senior officials in CGIAR and the World Bank so that they have access to Foundation information. Remain aware of the roles and responsibilities of senior personnel in the system.
- With the approval of the Foundation Trustees attend the appropriate world fundraising meetings, conferences and seminars particularly those held by the National Society of Fund Raising Executives in the United States of America.

## **Centre(s) Development Director(s)**

Many of the requirements of the Executive Director of the CGIAR Foundation apply to this position also. The differences are that the Development Director at Centre level takes a focus of fundraising for a particular research institution.

**Position Title:** Development Director of (Centre)

**Reports to:** Centre Director

**Appointed by:** Centre Board on the advice of the Centre Director

**Basic Functions:** The Development Director serves as the executive officer responsible for non-traditional funding for the research projects of the Centre. In addition the Development Director assists the Centre Director in promoting the image and successes of the Centre.

**Applicants for the positions above should be well credentialled fundraising executives. Their experience should include the management of integrated fundraising programmes for national or international agencies, especially the planning and direction of major gifts campaigns. They will be articulate executives, able to present ideas fluently and to motivate others at the very highest levels. They will be capable managers of volunteers and staff.**

**Ideally, applicants should have an interest in international affairs, they will have work experience in several countries and have travelled extensively.**

**The position of Executive Director of the Foundation requires the most outstanding applicant of all.**

## Appendix D

### REFERENCES USED

Many CGIAR materials were read by members of the study team. Those referred to frequently are listed below.

Finance & Development Special Section  
"The CGIAR: Investing in Agricultural Research"  
Alexander von der Osten  
March 1992

"1992 Fact and Figures, International Agricultural Research"  
published by IFPRI and The Rockefeller Foundation  
1992

"CGIAR Medium-Term Resource Allocation"  
September 1993

International Centres Week  
Summary of Proceedings and Decisions  
December 1993

CGIAR 1993 Financial Report  
1994

"Challenging Hunger"  
published by CGIAR  
1994

"Feeding 10 Billion People in 2050"  
A report by the Action Group on Food Security  
April 1994

Transcript of the Opening Address in New Delhi  
Ismail Serageldin, CGIAR Chairman  
May 1994

"A 20/20 Vision for Food, Agriculture and the Environment"  
IFPRI

**"The CGIAR in the 21st Century: Options for Structural Change"**  
**TAC Report**

**"Towards a CGIAR Financial Strategy: Issues and Options"**  
**Finance Committee**  
**1994**

**"CGIAR Governance and Organisation; Is there a need for change?"**  
**Oversight Committee**

**Report of the Meeting on Financial Issues of Agenda 21**  
**Kuala Lumpur, Malaysia**  
**February 1993**

**Briefs on International Fund for Agricultural Development (IFAD)**  
**and Food and Agricultural Organization (FAO) of the United Nations**

**"CGIAR - How it all Began"**  
**Warren Baum**

**"Assessing the Impact of Agriculture Research"**  
**Ruben Echeverria**  
**ISNAR, 1990**

**"The Impact of the International Agricultural Centers"**  
**M. Collinson and E. Tollens**

**World Bank Annual Report**  
**1992**

**"Revitalizing the CGIAR - the Need for an Urgent Response"**  
**Ismail Serageldin, World Bank Vice President and CGIAR Chairman**  
**May 1994**

**"Sustainable Agriculture for a Food Secure World:**  
**A Vision for CGIAR"**  
**A statement by an External Panel to the Oversight Committee**  
**May 1994**



## Appendix E

### **PROSPECT RESEARCH**

The Consultative Group on International Agricultural Research engaged Downes Ryan International as part of its fundraising feasibility study to identify major international charitable trusts and foundations, corporate prospects, particularly multinational agribusinesses, and other companies that are active benefactors to international nonprofit organisations and causes, and leading individual philanthropists on a worldwide scale. This task proved to be challenging, yet accomplishable.

Specifically, the research focused on corporations who had particular interest in agroindustry, agroforestry systems, agricultural research systems and agribusiness. Individuals with similar interests and showing suitable financial resources were considered as well. Corporate giving programs and charitable foundations which included in their fields of interest ecology, conservation, the environment, hunger relief, agricultural development and education, underindustrialised nations, nutrition, and land use also were judged to be potential donors for CGIAR. This work did not focus on governmental funding sources.

By cross-referencing and careful selection, a solid and useable base of prospective donors have been established. The information that has been compiled to date is primarily from sources available in the United States. This initial organisational and directional stage will assist us in creating a philanthropic identification program. As evidenced in the profiles included in the document which accompanies this report, fundraising support for CGIAR's efforts from the international donor community is promising.

"As the world's boundaries change and people increasingly see themselves as part

of an international community, there is growing interest in the role and functioning of nonprofits in other countries."<sup>1</sup> This point, as quoted from the leading U.S. organisation on fundraising, the American Association of Fund-Raising Counsel, was evidenced as the research process was conducted. Many corporations have broadened the geographic focus of giving programs to include international concerns. Potential donors for CGIAR, specifically corporations and foundations, interested in research, the environment, international relief, and natural resources are abundant.

In the United States, grantmaking institutions, i.e. foundations and corporate giving programs, are required by the federal government to record and publish information on their charitable contributions. Giving histories on individuals and corporations are not easily accessible if they are located outside of the United States. Grantmaking foundations, when recognized as such through a European philanthropic institution, are also likely to provide information; however, detailed information is more difficult to find. Through collaborative efforts with each CGIAR Centre, further identification of corporations and foundations can be established based on the contacts that the individual research center may have had over the past few years.

Giving by individuals continues as the largest component of charitable giving representing as much as 75 to 90 percent of all gifts in those countries where such records were maintained. The individuals profiled were targeted based on financial resources, types of business involvement and potential interests which coincided with those of CGIAR. Because individual prospects are the most difficult to adequately research, we again recommend using a select group of persons from CGIAR Centres to review local newspapers and trade publications.

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<sup>1</sup> AAFRC Trust for Philanthropy, *Giving USA*, 1993, p. 168.

for additional information. Through collaborative efforts with the many CGIAR Centres, the pool of international prospective donors can be greatly increased.

We recommend the formation of a research committee, led by a Downes Ryan representative to assist in accessing this information. By accessing international information on sources, the breadth and depth of research will be greatly increased.

We recognize that this research is just a productive beginning and recommend that CGIAR continue the process by hiring an experienced full-time prospect research specialist located in Washington, D.C. That individual's initial responsibility would be to explore fully the contacts the total staff currently has with corporations, foundations and individuals. The extensive reference sources in Washington such as libraries, U.S. governmental agencies and consulates can also be utilized to document the giving potential of CGIAR contacts, as well as the attached research documents and other sources. It is recommended that a research specialist from Downes Ryan International be retained to assist with hiring and orientation of the new CGIAR prospect research staff member.

Following is a list of those foundations, corporations and individuals profiled in the separate report, along with three selected representative prospect profiles.

## **CORPORATIONS**

AECI Ltd.  
American Express Company  
American Telephone & Telegraph Company  
Amoco Corporation  
Anheuser-Busch Companies, Inc.  
Archer-Daniels-Midland Company  
Arco Chemical Company  
Barclays PLC  
Bio-Refor

British Petroleum Company PLC  
British Telecommunications PLC  
The Broken Hill Proprietary Company Limited (BHP)  
Chase Manhattan Bank, N.A.  
Chem Serve  
Chevron Corporation  
Ciba-Geigy Ltd.  
Citicorp/Citibank  
The Coca-Cola Company  
ConAgra, Inc.  
Credit Agricole  
Dekalb Genetics Corporation  
Del Monte Foods  
E.I. du Pont de Nemours and Company  
Exxon Corporation  
Glaxo Holding PLC  
Heron International PLC  
Hershey Foods Corporation  
Hewlett-Packard Company  
Hitachi Ltd.  
IBM Corporation  
ICS Holding Company  
Imperial Chemical Industries PLC  
International Multifood Corporation  
Langeberg Holdings Ltd. and Langeberg Foods  
Lotus Development Corporation  
Lucky Goldstar Group  
Mitsubishi Corporation  
Mitsui & Company Ltd.  
J.P. Morgan and Company  
National Westminster Bank PLC  
Nestle S.A.  
Omnia Holdings Ltd.  
PepsiCo  
Philip Morris Companies  
Premier Group  
Rhone-Poulenc SA  
Roche Holding Ltd.  
Royal Dutch Petroleum Company  
RTZ Corporation PLC  
Sasol Ltd.  
Sentrachem  
C.G. Smith Ltd.  
SmithKline PLC

Sumitomo Chemical Company Ltd.  
Sunkyung  
Tiger Oats Ltd.  
Unilever PLC  
Union Carbide  
Upjohn Company  
The Wellcome Foundation, Inc.  
Weyerhaeuser Company

## **FOUNDATIONS**

Aleman (Miguel) Foundation, A.C.  
ANZ Executors and Trustee  
Mary Reynolds Babcock Foundation, Inc.  
The Bank of Sweden Tercentenary Foundation  
Besser Foundation  
Robert Bosch Foundation  
Patrick & Aimee Butler Foundation  
Carnegie Corporation of New York  
The Edna McConnell Clark Foundation  
Columbia Foundation  
Compton Foundation, Inc.  
Connelly Foundation  
Conservation, Food & Health Foundation  
Patrick and Anna Cudahy Fund  
Cleveland H. Dodge Foundation, Inc.  
Doen Foundation  
Edmont Fonden  
European Cultural Foundation  
Leland Fikes Foundation, Inc.  
Fondation de France  
Food Industry Crusade Against Hunger (FICAH)  
The Ford Foundation  
Fundacao Oriente  
Gatsby Charitable Foundation  
General Service Foundation  
The German Marshall Fund of the United States  
The William and Flora Hewlett Foundation  
Conrad N. Hilton Foundation  
International Foundation Cultural Initiative  
International Foundation for Science  
W. Alton Jones Foundation, Inc.  
The J.M. Kaplan Fund, Inc.

Keizai Dantai Rengo-Kai-Keidanren  
W.K. Kellogg Foundation  
King Baudoin Foundation  
F.M. Kirby Foundation  
Korber Foundation  
Leverhulme Trust  
Luso-American Development Foundation  
John D. and Catherine T. MacArthur Foundation  
The Andrew W. Mellon Foundation  
Moriah Fund  
Charles Stewart Mott Foundation  
Near East Foundation  
Northwest Area Foundation  
Jessie Smith Noyes Foundation  
The Nuffield Foundation  
Oilseed Research Trust Fund  
The David and Lucile Packard Foundation  
The Pew Charitable Trusts  
Public Welfare Foundation, Inc.  
The Christopher Reynolds Foundation, Inc.  
Rockefeller Brothers Fund  
The Rockefeller Foundation  
Rowland Foundation, Inc.  
Sasakawa Peace Foundation  
The Scherman Foundation, Inc.  
Stifterverband Fur Die Deutsche Wissenschaft  
Stiftung Volkswagenwerk  
Toyota Foundation  
United States-Japan Foundation  
Wallace Genetic Foundation, Inc.  
Knut and Alice Wallenberg Foundation  
The Wellcome Trust

## **INDIVIDUALS**

HRH Prince Al-Waleed Bin Talal Bin Abdulaziz Al Saud  
Karl and Theo Albrecht  
Bass Brothers  
Charles Rosner Bronfman  
James Earl Carter, Jr.  
Chearavanont Family  
Michael Eisner  
Michel Fribourg and Family

Erivan Haub  
Carlos Slim Helu  
James, Jack and Arthur Irving  
Vehbi M. Koc  
Joan Beverly Kroc  
Matsushita Family  
Suliman Olayan  
David John Sainsbury  
George Soros  
Yoshiaki Tsutumi  
Robert Edward Turner III  
Uehara Family  
Von Siemens Family  
Garry and Galen Weston

## **CORPORATE PROFILE**

### **AMERICAN EXPRESS COMPANY**

American Express Tower  
World Financial Center  
New York, New York 10285-4710 USA  
Tel: 1.212.640.5660

**\*\* Charge and credit cards, consumer financial services, travel-related services, banking services, communications, insurance services, investment services**

Company operations locations: Spain, Switzerland, England, Netherlands, and the United States.

Sales (1993): US\$26.96 billion  
Foreign Revenue (1992): US\$5.47 billion  
Assets (1992): US\$175.75 billion

#### **Corporate officers:**

Harvey Golub, CEO, American Express Company  
Terry Savage, Director, American Express Company

#### **International operating company officers:**

Edgar de Picciotto, President, TDB American Express Bank (Switzerland)  
E. Perez DeCobos, General Manager, American Express (Spain)  
Frank L. Skillern, Director, Acuma Ltd. (UK)  
G. Richard Thomas, President, American Express Bank Ltd. (England)  
Karl R. Van Horn, Chairman, Shearson Lehman Asset Management  
(England)  
Rene M.J. Vermeule, Director Travel Management Services,  
American Express International Travel Related Services  
(Netherlands)

The company has a philanthropic program:

### **AMERICAN EXPRESS PHILANTHROPIC PROGRAM**

American Express Tower  
World Financial Center  
New York, New York 10285-4710  
Tel: 1.212.640.5660

Contact: Mary Beth Salerno, President, American Express Philanthropic Program



Geographic focus: Internationally, committees focus on grants in major markets in Australia/New Zealand/South Pacific; Canada; Japan/Pacific/Asia; Europe/Middle East/Africa; and Latin America/Caribbean.

Foundation assets (1990): \$14,260,120

Total giving (1993 estimated): US\$17,000,000

International giving (1992): US\$3,133,143

-- Stated on its 1993 corporate Christmas card that a portion of purchases goes to Share Our Strength (Hunger Relief). American Express contributed US\$5,000,000 based on card purchases at two cents per card.

Fields of interest: international affairs, international development/relief, environment

Major activities: Company gives to United States-based nonprofit organizations with an international focus and organizations overseas with a status similar to 501(c)(3).

Limitations: No support for fund raising events, endowment, or capital campaigns, with rare exceptions

Contributions Program Officers:

Susan Bloom

Mary Ellen Craig

Robert De Ambra

Harvey Golub

Cornelia W. Higginson, Vice President, International Programs

Aldo Papone

Mary Beth Salerno

Terry Savage

Thomas E. Schick

Enid R. Weishaus

Sample grants:

\*Centre for European Policy Studies

\*Overseas Development Council, Washington, D.C., USA

\*Casa de Vacas

## FOUNDATION PROFILE

### THE BANK OF SWEDEN TERCENTENARY FOUNDATION

Box 1370  
S-111 93 Stockholm  
Sweden  
Tel: 46.8.24.32.15  
Fax: 46.8.10.30.76

Contact: Dan Brandstrom, Managing Director

Background: This foundation is the 16th largest foundation (according to annual expenditures) in *International Philanthropy's* list of "Top European Foundations."

Geographic focus: Sweden; internationally

Total Annual Expenditures (1992): SEK 72,300,000 / US\$9,153,000

Purpose: To support and promote research in all scientific disciplines

Major Activities: Grants to scientists researching in the fields of natural sciences and technology. International research is encouraged.

Limitations: No grants for equipment.

#### Trustees:

Professor Inge Jonsson, Chairman  
Lars Tobisson, Deputy Chairman  
Professor Barbara Cannon  
Professor Lars Engwall  
Professor Jarl Torbacke  
Ake Smids  
Sten Wikander  
Lena Hjelm-Wallen  
Arne Kjornsberg  
Berit Lofstedt  
Bertil Persson  
Elving Anderson

#### Chief Executive:

Dan Brandstrom, Managing Director

## **INDIVIDUAL PROFILE**

### **CHEARAVANONT FAMILY**

c/o CP Group  
313 CP Tower  
Silom Road  
Bangruk, Bangkok 10500  
Thailand  
Tel: 66.2.231.0221

**\*\* Own "Asia's largest agri- and aquabusiness," Charoen Pokphand, or the CP Group.**

**Net worth (family): Over US\$2.0 billion**

-- Dhanin, Chairman of CP Group, is the son of Chia Ek Chaw, who immigrated to Thailand from China with an uncle in 1921. They began the company as a small seed importer in Bangkok's Chinatown.

-- Dhanin's education consists merely of a high school education. He is the youngest of four brothers. He took control of the family feedstuffs business in 1964 at 25 years old.

-- Dhanin's hobbies include breeding and racing Belgian homing pigeons (a gambling sport in Asia) and training Thai fighting cocks.

### **CHAROEN POKPHAND (CP GROUP)**

313 CP Tower  
Silom Road  
Bangruk, Bangkok 10500  
Thailand  
Tel: 66.2.231.0221

**\*\* Processing chicken, shrimp and animal feed; petrochemicals; telephone concession; motorcycles. They run five Kentucky Fried Chicken outlets in China. They own a 7-Eleven franchise in Thailand and have a chain of Chester's restaurants.**

**Background: Of the 200 companies in the CP Group, 10 are listed on various Southeast Asian stock exchanges.**

**Company locations: Thailand, Indonesia, and elsewhere in Southeast Asia. They have expanded recently into China, Turkey, and Indochina.**

Sales (1991): approximately US\$4.0 billion  
Profits (1991): US\$250,000,000 - US\$300,000,000  
Employees: 3,153

-- In 1973, CP Group acquired chickens from the United States. They hired nutritionalists to help formulate special feed and began supplying Thai farmers with day-old chicks, poultry feed and other supplies and agreed to buy back broilers at guaranteed price.

-- In 1986, CP Group began shrimp farming and providing same deal with shrimp farmers as they did with chicken farmers. Shrimp farming is now their fastest growing agribusiness.

-- CP Group wants to become the largest feedstuff, chicken and prawn producer in the world surpassing sales of Cargill and ConAgra by supplying the large populations of less developed countries.

-- "He's changing the diet of China by slashing the cost of chicken." Poultry consumption per capita in China has nearly doubled since 1987.