



IFS STRATEGY ANNEX 7 Fundraising and Financial Plan

INTRODUCTION

Among other strategic documents, this Fundraising and Financial Plan accompanies the IFS Strategy 2021-2030. It is a work in progress that builds on earlier fundraising efforts and incorporates the organisation's latest thinking as reflected in the development of the ten-year strategy. This document includes sections on:

- IFS and Its Vision and Mission
- The IFS Strategy
- The Case for Support
- Aim, Objectives and Aspirations
- Income Partners, Actions and Targets

IFS AND ITS VISION AND MISSION

The International Foundation for Science (IFS) was established in 1972 by Academies of Sciences from a dozen countries around the world as an independent, globally operating, fundraising-financed foundation. IFS has a decades-long track record of contributing to and enhancing the research capacity of more than 6000 early career scientists in more than 100 countries to conduct high-quality research on terrestrial and aquatic natural resources, their conservation, management and sustainable use, and food and nutrition security, including relevant social and economic aspects. These align well with priority global issues.

VISION

IFS has a Vision of LLMIC scientists assuming ownership and development of local and regional research agendas and contributing to a global research community committed to supporting sustainable development and building science literacy.

MISSION

The IFS Mission is to secure resources and draw on its extensive global network of reviewers, scientific advisors, alumni and Secretariat to enhance the capacity of promising early career women and men scientists in LLMICs to acquire the skills necessary to:

- conduct original research that relates to genuine problems and that generates fundamental and/or applicable scientific knowledge that can be put into use
- contribute to science literacy

- communicate their results to the public at large, including scientists, politicians and policy makers, donors and private interest groups
- influence science priority setting, and
- network and collaborate with the global research community to shape research agendas, both local and global.

THE IFS STRATEGY

The IFS Strategy 2021-2030 builds on our experiences and on the previous ten-year strategy, as well as the conclusions and recommendations from the most recent external evaluation of IFS commissioned by the Swedish International Development Cooperation Agency (Sida) and the outcomes of consultative exercises held throughout 2018 and 2019.

The Strategy represents an evolution in the organisation's approach to enhancing research capacity, reflecting changes in the contemporary context. While IFS continues to emphasise the quality and development relevance of the increasing amount of research it funds, the 2021-2030 Strategy sets out the case for better focussing of its resources on supporting promising early career scientists (no longer defined by age), who are fundamental to increasing science capacity in LLMICs and essential to addressing both national and global challenges.

THE CASE FOR SUPPORT

The global population is growing at a rate of just over 1% per annum and is expected to exceed 8.5 billion by 2030. Among the challenges our expanding global population faces are those of poverty, inequality, climate change, environmental degradation, dwindling water resources, lifestyles, employment, conflict and injustice. These problems must be addressed by evidence-based development.

Science is a universal public good that helps lay the foundation for a sustainable world. There is a need to increase science literacy and capacity at all levels, especially in those parts of the world where there remains a poor appreciation of the benefits of science. Scientists in Low- and Lower-Middle-Income countries (LLMICs) must be able to fully participate in the generation of the science, technology and innovation (and supporting policies) needed to eliminate poverty and hunger, so that no one is left behind in their own countries and beyond. This means that qualified women and men researchers who are capable of contributing to the base of scientific evidence are needed to solve the world's problems.

Importantly for IFS, we will need to draw on and harness the transformational power of science, technology and innovation in order for our generation to safely and equitably ensure the stewardship of our natural resources. However, in practice, there remains a substantial divide in knowledge between high-income countries and LLMICs. Since 1948, the world has enshrined, in the Universal Declaration of Human Rights, the right to share in scientific advancement and its benefits. Yet scientists in LLMICs are less well represented,

especially in high impact journals, and the location of scientific research and its subject matter reflects more the issues of high-income countries. However, we believe that scientists in LLMICs are well placed to identify the challenges they face, and to propose transformational research, to build their resilience to global volatility, to engage in global negotiations, and to innovate for sustainable futures.

There is a geographic bias apparent in science, with a low level of scientific support in LLMICs and a substantial need for location-specific research in the “global south”. Now, more than ever, science in LLMICs needs to expand. IFS is doing its part through research grants and capability-enhancing support to early career scientists. Young people today constitute the largest youth cohort in human history, with the vast majority in developing countries. As the scientists of tomorrow, they must contribute to securing affordable food, water and energy for a rising population, where their scope for action is constrained by the urgent challenge of environmental sustainability.

Help us to ensure that early career scientists in LLMICs continue to be able to access a supportive and un-bureaucratic research foundation that nurtures researchers and empowers early career scientists to pursue their research interests. Join us in the drive to expand science in LLMICs and provide through IFS vital, almost unique support to an otherwise insufficiently served group.

AIM, OBJECTIVES AND ASPIRATIONS

The aim of IFS’s fundraising efforts is to secure sufficient broad-based financial support to meet research capacity enhancement demands of promising early career scientists from LLMICs in as efficient and effective a means as possible. The objectives of the Fundraising and Financial Plan are to:

- make the case for investing in research capacity building in LLMICs
- present a compelling case for how research capacity can be realized
- set out the case for IFS as a key provider
- present realistic scenarios on support costs in relation to income, and
- outline a plan to increase and diversify the organisation’s funding base and secure more investment.

IFS receives around 1300-1400 applications per proposal call and demand for funding remains strong. IFS continues to improve the pre-screening process so that the efforts of reviewers and SACs are focussed on the highest quality applications. The proportion of successful individual and renewal grant applications has remained around 13-15% and 31-32%, respectively; support per grantee has also increased.

The present staff complement and skillset, IT system and office facilities are sufficient to allow implementation of a substantially larger programme of research capacity enhancing. This would enable support to be extended to greater numbers of high potential young people

from LLMICs as well as improving the quality of the support offered. It would also improve the organisations' apparent economic efficiency (Figure 1).

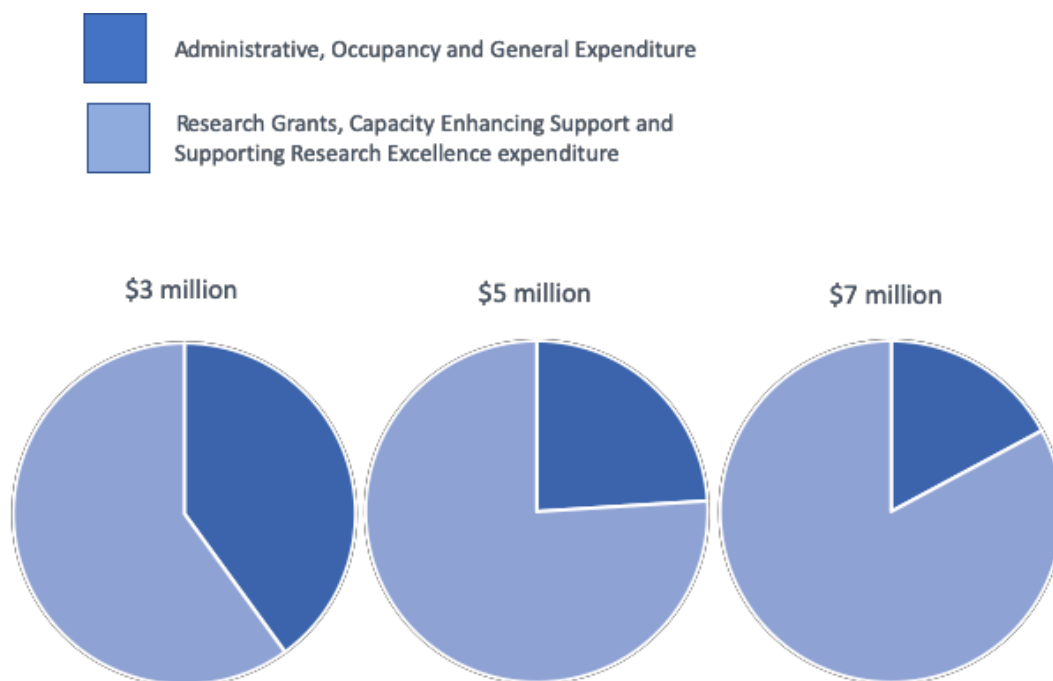


Figure 1. The impact of size of income on expenditure on administrative costs, assuming the current Secretariat is capable of implementing a budget greater than that at present (\$3 million).

IFS continues to seek to strengthen and widen its funding base in order to reduce inter-annual fluctuations and to improve resilience and quality of its services to its constituency, as well as to increase the numbers of young scientists it supports. The organisation seeks funding from all those who share its values, mission and vision, from both private and public sectors. While long-term commitments are desirable, IFS will also continue to seek partners to work in particular geographic regions, on certain thematic research areas, types of research and defined time periods.

IFS will also continue to promote itself as a centre of excellence in the management of small grant programmes in support of sustainable development in order to share its learning in research capacity enhancing through partnerships with like-minded organisations.

INCOME PARTNERS, ACTIONS AND TARGETS

The aim of the Fundraising and Financial Plan is to ensure a sound, stable, diversified and strengthened funding base that will secure IFS support. In this regard, we identify four categories of Income Partners:

INDIVIDUALS and associations of individuals, including trustees, alumni, interns, NGOs, vendors and suppliers, and volunteers – who provide time and expertise, scientific

assessment and project evaluation, actions, funds, contacts, representation, mentoring and bequests.

COMPANIES, including national and multinational companies, small- and medium-sized businesses – who provide corporate giving, skill sharing, mentoring, facilities use, secondments, products, services and in-kind donations (including software).

FOUNDATIONS AND TRUSTS, including international grant-making agencies and national trusts and foundations – which provide funds and contacts at equivalent organizations.

NATIONAL OR LOCAL GOVERNMENT, BILATERAL AND MULTILATERAL FUNDING – who provide central donations against policy agendas, local donations (e.g., embassies to alumni associations), and their voices, especially in advocacy initiatives, influence and contacts at equivalent organizations.

Proposed actions and targets are highlighted in the following tables, for each of the Income Partner categories:

- Individuals and Associations of Individuals
- Companies
- Foundations and trusts
- National or local government, bilateral and multilateral funding

INDIVIDUALS AND ASSOCIATIONS OF INDIVIDUALS

INCOME-PARTNERS	MAIN RESOURCE	SPECIFIC INPUTS	ACTIONS/TARGETS
Alumni	Local input	Contacts, representation, local information conduit, ambassador role, bequests	IFS will actively reengage with its alumni and define with them an active role. To date, there are six Alumni Associations: Benin, Burkina Faso, Cameroon, Madagascar, Mali and Uganda. We have established a working group within the Secretariat to take forward this engagement.
NGOs	Time and expertise	'Voice' especially in advocacy, in-kind contributions	IFS will continue to partner with like-minded NGOs. Sharing, capability building, women's empowerment in science, advocacy and policy change.
Trustees	Time and expertise	Fundraising, contacts, representation, bequests	IFS will continue to encourage the fundraising, networking and representational roles of its Trustees. A huge input to the governance of IFS is from eminent academic volunteers elected to become Trustees.
Vendors and suppliers	Goods and services	In-kind contributions	IFS will continue to encourage vendors and supplier of goods and services to support IFS through in-kind contributions. Recently this has included free information stream to the IFS website from SciDevNet and software licenses from Google Apps
Volunteers	Time and expertise	Contacts, scientific assessment and project evaluation, bequests	IFS will continue to encourage and support leading academics to act as Advisors and Scientific Assessors. A huge input to the way of working at IFS is from academic volunteers. This role is the backbone of the IFS project proposal assessment process. An online community through social networking and volunteer academics are piloting a mentoring role.

COMPANIES

INCOME-PARTNERS	MAIN RESOURCE	SPECIFIC INPUTS	ACTIONS/TARGETS
National and multi-national companies	Time and expertise, goods and services	Contacts, corporate giving, skill sharing, mentoring, facilities use, secondments, products, services and in-kind donations (including software)	<p>IFS will aim to highlight its work and approach to companies and aim to leverage corporate giving, skill sharing, mentoring, facilities use, secondments, products, services and in-kind donations.</p> <p>Funds will be sought for a prize-giving or fundraising event.</p>
Small and medium-sized businesses	Time and expertise, goods and services	Contacts, corporate giving, skill sharing, mentoring, facilities use, secondments, products, services and in-kind donations (including software)	

INCOME-PARTNERS	MAIN RESOURCE	SPECIFIC INPUTS	ACTIONS/TARGETS
International grant making agencies	Funds	Funds, contacts at the equivalent organizations	<p>IFS will maintain regular contact with existing donors including through the Donor Group and target new donors in this category.</p> <p><i>Restricted funders:</i> OPCW, Netherlands (cofounding arrangement 50:50 plus additional support)</p> <p><i>IFS targets:</i> FAO TCP application; all options that IFS can identify and cope with.</p>
National trusts and foundations	Funds	Funds, contacts at the equivalent organizations	<p>IFS will maintain regular contact with existing donors including through the Donor Group and target new donors in this category.</p> <p><i>Core funders:</i> SNSF, Switzerland (current agreement till end of 2020, discussions ongoing for renewal); DFG, Germany (current agreement will end in 2020, discussion ongoing for renewal)</p> <p><i>Restricted funders:</i> IRD, France (cofounding arrangement 50:50); COMSTECH, Pakistan (cofounding arrangement 50:50 plus additional support).</p>
Independent trusts	Funds	Funds, contacts at the equivalent organizations	<p>IFS will maintain regular contact with existing donors including through the Donor Group and target new donors in this category.</p> <p><i>Restricted funders:</i> Carnegie, USA (project funding); MacArthur, USA (project funding).</p> <p><i>IFS targets:</i> Faith based organisations; all options that IFS can identify and cope with.</p>

INCOME-PARTNERS	MAIN RESOURCE	SPECIFIC INPUTS	ACTIONS/TARGETS
National Government	Bilateral and multilateral funding, central donations against policy agendas; local donations (e.g. embassies to alumni associations)	'Voice' especially in advocacy initiatives, influence and contacts at the equivalent organisations	<p>IFS will maintain regular contact with existing donors including through the Donor Group and target new donors in this category.</p> <p><i>Core funders:</i> Sida, Sweden (agreement until end 2020, review underway decision pending); MAE, France (discussions ongoing) <i>IFS targets:</i> (former donors) Norad, DFID, DANIDA, Scottish Government; contacts maintained</p> <p><i>Restricted funders:</i> NORAD, Norway (support to gender programme in Africa, discussion continued); MAE, France (support to West African alumni).</p> <p><i>IFS targets:</i> All options that IFS can identify and cope with.</p>
Local Government	Visibility, influence and contacts	'Voice' especially in local advocacy initiatives, contacts at the equivalent organisations	<p>IFS will target joint initiatives with Alumni Associations, Research Councils (e.g., NAFASTED) and National Academies (e.g., AAS) in the developing world.</p>

FINANCIAL REQUIREMENTS FOR BALANCED IFS OPERATIONS

BUDGET (TSEK) PER YEAR				
2020	2021	2022	2023	2024

INCOME					
CORE CONTRIBUTIONS					
Germany, DFG	2750				
Sweden, Sida	20 000	20 000	20 000	20 000	20 000
Switzerland, SNSF	3700	3700	3700	3700	3700
Others	10246	14873	15015	15162	15340
SUM	36 696	38 573	38 715	38 862	39 040
RESTRICTED CONTRIBUTIONS					
Sweden, Sida					
Pakistan, COMSTECH	900	900	900	900	900
Netherlands, OPCW	900	900	900	900	900
France, IRD					
Belgium, BELSPO					
SUM	1 800	1 800	1 800	1 800	1 800
OTHER					
Research Grants Withdrawn	500	500	500	500	500
Other Income	50	50	50	50	50
Interest Income	85	85	85	85	85
SUM	635	635	635	635	635
TOTAL INCOME	39 131	41 008	41 150	41 297	41 475

EXPENSE					
Research Grants (Individual)	21 060	22 800	22 800	22 800	22 800
Capacity Enhancing Support (CES):					
<i>Grantees</i>	350	350	350	350	350
<i>Applicants</i>					
<i>Workshops (organized by IFS &/or partner organizations, incl. costs for grantees, applicants & potential applicants)</i>	1 555	1 555	1 555	1 555	1 555
<i>Support to Alumni & Networks</i>					
TOTAL (CES)	1 905	1 905	1 905	1 905	1 905
TOTAL (Research Grants and CES)	22 965	24 705	24 705	24 705	24 705
Equipment, transport, consumables, spare parts - PRISM Project					
Scientific Advisory Committee (SAC) Meetings	500	500	500	500	500
TOTAL (Research Grants, CES and SAC Meetings)	23 465	25 205	25 205	25 205	25 205
Travel - Secretariat	100	102	104	106	108
Travel - Others (Gov. Meetings)	255	260	265	271	276
TOTAL (Travel)	355	362	369	377	384
Occupancy	1 763	1 799	1 835	1 871	1 909
New Grant Management System	75	50	25	0	0
General & Administrative Expense	2 500	2 400	2 300	2 200	2 100
TOTAL (Occupancy and General & Administrative)	4 338	4 249	4 160	4 071	4 009
Salaries	6 379	6 507	6 637	6 769	6 905
Taxes, Benefits & Other Personnel Expense	4 594	4 685	4 779	4 875	4 972
TOTAL (Personnel)	10 973	11 192	11 416	11 644	11 877
TOTAL EXPENSE	39 131	41 008	41 150	41 297	41 475

INCOME LESS EXPENSE	0	0	0	-0	0
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NUMBER OF GRANTS					
TOTAL NUMBER OF GRANTS (SEK/USD = 9,75 2020, thereafter 9,5)	150	150	150	150	150
First (15'USD)	120	120	120	120	120
Renewals (12'USD 2020, 20'USD from 2021)	30	30	30	30	30

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