



CONVENTION ON MIGRATORY SPECIES

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FUNDRAISING PROJECT

(prepared by the CMS Secretariat for the COP8, Nairobi, 20-25 November 2005-09-15
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1. The Fundraising Strategy

1. The Revised Draft of the Strategic Plan for 2006-2011 from April 2005 states that the greatest challenges for the conservation of migratory species are the need to widen awareness of the key issues among relevant target audiences and the development and mobilisation of human capacity and financial resources to implement needed conservation measures.

2. UNEP/CMS's goal is to ensure long-term funding, in order to facilitate planning reliability and compensate for cuts in public funding. Furthermore, it is intended to gradually build up the Convention's and Secretariat's public profile in order to make it more attractive to donors.

The fundraising market in Germany and Europe is currently changing. The reasons for this are:

- Less government funding in many areas. As a result, there is a rapid increase in competition.
- Fundraising is seen as the funding procurement instrument of the future.

3. According to a SWOT analysis done as part of the overall fundraising strategy, UNEP/CMS has the major strengths of being able to offer a huge potential of projects and species to be used for fundraising and communications purposes. It is a UN organisation, which is still of great importance in many countries. It works globally and is part of a global network and maintains first-class political connections throughout the world.

4. Its major weakness is that it is not well known by the public or by decision-makers in industry and politics. Furthermore, nature conservation is not top on the agenda of the public and business sectors. Competition is strong. UNEP/CMS deals with a subject that is covered by many other organizations, including several global and national NGOs.

5. There are considerable opportunities. UNEP/CMS is one of the very few UN organizations engaged in active fundraising in Germany and Europe (besides UNICEF and UNHCR). Media and company interest in the UN is generally high. The major threat is that the competitors will (have to) react at some point. Without additional communications activities, fundraising will be much harder to accomplish successfully.

Based on a SWOT analysis of UNEP/CMS, the concept suggested a multi-tiered strategy:

- Acquisition of major donors
- Planning and implementation of corporate co-operations
- Continually developing media relations in order to support fundraising

- Developing online fundraising as a long-term measure.

From late 2005 onwards, UNEP/CMS's fundraising activities are to be dealt with by the *Friends of CMS / Freunde der Bonner Konvention*, a non-profit association which will be officially introduced at UNEP/CMS COP in November 2005.

6. The proposed strategy should hardly burden UNEP/CMS's limited budget as large investments are not necessary. It would make break-even possible much faster (one to two years as opposed to three to five) compared to "traditional" fundraising. It creates long-term partnerships and access to networks of business decision makers. Additionally, there are fewer competitors in Germany when taking this fundraising approach, which has been adopted from strategies prevalent in the US and the UK.

7. Most donors will support well-defined projects or endangered species (case-related fundraising) - not the organization as such (institutional fundraising). Bearing this in mind, the fundraiser consulted UNEP/CMS staff and established that support in the following areas would be well-received:

- Capacity Building (training programmes etc.)
- Conservation / Protected Areas (research/monitoring etc.)
- Outreach activities (publications, image film, DVD etc.)

8. According to the strategy UNEP/CMS should concentrate in 2005 on:

- Extending existing company partnerships
- Building up initial partnerships with further companies
- Initially acquiring major donors
- Laying the foundation for a "Friends of CMS" group and / or a UNEP/CMS foundation and
- Developing outreach strategies to support UNEP/CMS fundraising as well as the UNEP/CSMS website and online fundraising.

9. Targets with regard to Friends of CMS are:

- Create a network of partners
- Prepare the official launch of Friends of CMS for November 2005
- Spring 2006: Nomination of first "Friends of CMS Ambassador"
- Present joint projects, organize field trips, annual meetings, receptions etc.

2. Activities Undertaken and Completed

10. UNEP/CMS started with fundraising in January 2005 by hiring an external fundraiser. It was agreed that fundraising activities should be based on a comprehensive strategy and an action plan. As systematic fundraising from non-governmental sources is a new area of activities for the UNEP/CMS family, there were no benchmarks to give exact reference points before "the market" has been tested. Therefore estimates on the outcome for 2005 were kept rather conservative. Experience shows that in the first year of fundraising activities the main task has been to win the first partners and to negotiate first agreements, while the second year will show notable results.

a) *Elaborating a strategy:*

11. The concept (57 pages) was presented to UNEP/CMS Executive Secretary, Mr. Robert Hepworth, on 18 February 2005. It is designed as a guideline and a task schedule for going about the acquisition of companies and major donors, based upon a SWOT analysis of UNEP/CMS.

12. The concept describes in great detail the first necessary steps for establishing Friends of CMS

and corporate co-operations. A substantial part of the concept is dedicated to acquiring and taking care of major donors who will form a large proportion of Friends of CMS. A further part is dedicated to various forms of corporate partnerships. General plans have been developed for 2005-2006 for both establishing Friends of CMS and media relations (milestones). Typical milestones are COPs / MOPs, UN events as well as those of organisations cooperating with UNEP/CMS. The concept was augmented by remarks upon a UNEP/CMS Award and additions to the UNEP/CMS website.

13. The strategy was based upon consultations with CMS staff members. An outline of the draft was presented to members of the Budget Working Group on 31 January 2005. An interim report was given to the delegates of the 28th Meeting of the Standing Committee on 21 April 2005.

b) Preparing acquisition material:

14. A task every non-profit organization has to master if they want to do business with companies is to create a business case, meaning that there are sound business reasons for corporate involvement in nature conservation and especially in supporting UNEP/CMS. The company and the major donor have to think the projects are attractive, otherwise a cooperation cannot be justified for business purposes.

15. A PowerPoint presentation (20 slides, in German) was prepared in February/March 2005 to be mailed to donors, describing the UNEP/CMS' profile and UNEP/CMS' plans (Friends of CMS, corporate partnerships etc.) and services rendered for UNEP/CMS by donors. This presentation was updated several times in Spring 2005. The presentation now focuses strongly on Friends of CMS.

16. A "master acquisition letter" was prepared describing why UNEP/CMS should be supported by donors/companies. Acquisition letters to individual donors and companies will be based on this letter, though the "eye-catcher" and the case statement why a specific donor should support UNEP/CMS varies with every acquisition letter and is based on background research on the respective companies. The acquisition letters to companies were revised and fine-tuned to work out the maximum response rate on several occasions. Both the acquisition letters and the presentation were checked by senior business executives twice - in March and April 2005.

17. The letters were fine-tuned in March, again in April and in June 2005. Each version had a different focus - from asking for project partners (version #1) to a mixed version suggesting joint projects and asking recipients to become members of Friends of CMS (version #2) to focusing strongly on Friends of CMS (version #3). The current version #4 is based on version #3. It is a rather short letter which has been largely modified, asking potential donors for their cooperation and to become a member of Friends of CMS. It is very proactive, announcing that the recipient will receive a phone call from UNEP/CMS within a rather short period. This way, the approach to acquisition letters is oriented towards successful acquisition models from the US, much like the whole strategy.

18. The regular procedure would be to prepare a number of letters which are mailed out at the same time. In our first mailing (8th March) we concentrated our activities on companies already involved in nature conservation, sustainable development and sustainable investment. In versions #2 (18 March) and #3 (13th April) we mainly covered companies producing outdoors, sailing and windsurfing equipment, optical devices, fashion for families & kids as well as further companies known for being environmentally engaged. In version #4 we covered mainly companies from the "business mainstream" (like German Rail, TNT and IKEA) as well as business associations (like BDI – German Business Federation).

c) Contacting companies & donors

19. A company contact list (now containing approx. 180 companies) was prepared. Every company on this list was checked on sustainability achievements beforehand, as listings in sustainability indices like FTSE4GOOD, DJSI Dow Jones Sustainability World Indices or ASPI

Advanced Sustainable Performance Indices do not guarantee that a company is an acceptable partner for UNEP/CMS. The same applies for companies that are members of the Global Compact, Global Reporting Initiative, the UNEP Finance Initiative, the Tour Operators Initiative or the Mobility Forum. In addition the companies were checked as to their accordance with UNEP/CMS values. All companies should have a track record in accordance with the *Guidelines for acceptance of financial contributions, adopted by the Conference of the Parties at its Fifth Meeting (Geneva 1997)*. The company contact list will be updated on a regular basis and will serve as a basic control tool which company already has been contacted to avoid overlaps and to define response rates.

We went operational on 8 March 2005 with the first mailing.

20. Until mid-July 2005, individually designed acquisition letters were prepared and mailed to 104 companies.

- 31 companies answered saying they were not interested.
- 42 companies were contacted by follow-up phone calls, letters, fax or e-mail, often several times (sometimes more than five times, if they showed substantial interest) and received follow-up letters plus additional information material. For some of these companies specific proposals for joint projects (like in the areas of marketing or outreach) were prepared and delivered.
- 10 companies and organizations answered the acquisition letters and follow-up calls. The response rate is nearly 10%, which by far exceeds the average response rate in this area.

d) *Positive feedback*

21. We received positive feedback from the following companies and institutions:

- TUI (travel)
- Lufthansa (airline)
- Faber-Castell (writing instruments)
- Deutsche Post World Net (German Post)
- Berolina (printer equipment)
- CoolIt (cooling equipment)
- Deuter (backpacks)
- Norddeutsche Affinerie (copper recycling)
- Lorch Boards (windsurfing equipment)
- Bonn Chamber of Commerce
- German Namibian Society
- The City of Bonn

3. Positive Feedback - in detail

a) *TUI:*

22. With an annual turnover of more than 13 billion Euros, the group is the European market leader in the tourism business. TUI is represented in 70 countries. A meeting the Executive Secretary with TUI took place on 19 April 2005. For this meeting extensive background information was compiled. A proposal (5 pages) for a co-operation was prepared in May and submitted to TUI.

23. TUI is considering joining Friends of CMS. Furthermore, the company offered to contact *econsense* companies and encourage them to join Friends of CMS. *econsense | Forum for Sustainable Development of German Business* is a joint project of 23 renowned and globally active companies and organizations of German Business. Members of *econsense* are German blue chip companies, from

Allianz to Volkswagen. TUI will consider offering services of World of TUI facilities to UNEP/CMS. TUI Hotels & Resorts include RIU, Grecotel, Grupotel, Iberotel, Dorfhotel, Robinson, Magic Life, Paladien and Nordotel, covering many countries, especially in the Mediterranean and the Canary Islands. For example, World of TUI facilities could host training seminars/capacity building seminars. A Memorandum of Understanding will be prepared with CMS, with an action plan defining specific activities.

b) Lufthansa:

24. The Lufthansa Aviation Group is one of the world's leading air transport corporations. It comprises more than 400 independent group and affiliated companies. Measured by traffic performance, Lufthansa ranks third worldwide in passenger transport. The annual turnover is 17 billion Euros. Lufthansa has 90.000 employees.

25. Lufthansa is already a partner of UNEP/CMS, as part of the CMS/National Geographic/Lufthansa Thesis Award. A meeting of the CMS Secretariat with Lufthansa to revise and upgrade the partnership took place on 24 May 2005.

26. Lufthansa will consider providing support towards specific conservation projects benefiting migratory animals as well as promoting awareness-raising activities on animals covered by CMS and its work, e.g. through the use of the Lufthansa network including publications and in-flight magazines. A second meeting with Lufthansa is planned for August 2005. Lufthansa has taken care of flight costs for the jury of the Thesis Award.

c) Faber-Castell:

27. Faber-Castell, a globally engaged company specializing in writing instruments, was contacted and a brief project proposal was prepared and submitted with regard to a joint project in Brazil. The company has 5.500 employees. The annual turnover is 280 million Euro. With an annual production of 1.8 billion pencils Faber-Castell is the world's largest producer of this cultural classic. Faber-Castell works 10,000 hectares (25,000 acres) of its own pine plantations near Prata in the Brazilian State of Minas Gerais. The plantations have been ecologically certified in accordance with the guidelines of the Forest Stewardship Council (FSC) since 1999. At present the CMS Secretariat is negotiating the framework of a possible co-operation with the manager of Faber-Castell in Brazil.

d) Deutsche Post World Net:

28. A meeting of the CMS Secretariat with Deutsche Post took place on 31 May 2005. Outcome highlights to be added. Further discussions were scheduled for Autumn 2005.

e) Berolina & German Namibian Society:

29. A meeting of the Executive Secretary with the retired owner of Berolina took place in Berlin on 19 April 2005. He will join Friends of CMS. He maintains nature conservation projects in Namibia and will support UNEP/CMS in getting in touch with the government. He contacted the Namibian Ambassador in Germany for initial talks with UNEP/CMS. These talks will take place in September 2005. Furthermore, he offered to contact other business executives in the Berlin area.

f) CoolIt:

30. The owner of the company is already an active participant in other non-profit initiatives and is interested in networking for UNEP/CMS. An initial meeting took place on 9 June 2005. Further talks will take place in August 2005.

g) Deuter:

31. The well-known producer of backpacks is considering a co-operation with UNEP/CMS. A co-operation proposal is presently being reviewed by the CEO of Deuter.

h) Norddeutsche Affinerie:

32. Europe's leading copper smelter and the world's leading copper recycler with an annual turnover of approx. 3 billion Euros. The company as such will not become engaged with UNEP/CMS. The head of environmental management will consider joining Friends of CMS, however. As he has been in business for 20 years, he will be a good partner for networking with other companies.

i) Lorch Boards:

33. The windsurfing equipment company is considering introducing a new series of neoprene suits with tags branded with the CMS logo and –if possible – brief project descriptions. In addition, joint activities in the outreach area will be negotiated. Further negotiations will be arranged.

j) Bonn Chamber of Commerce:

34. A meeting of Robert Hepworth with the CEO of the Bonn Chamber of Commerce took place on 24 May 2005. The CEO offered organizing joint events and the pro-bono use of the Chamber's conference facilities. In addition an article on UNEP/CMS / Friends of CMS in the magazine "Die Wirtschaft" ("Business"), the official magazine of the Chamber of Commerce, will be published. Most important, he offered to introduce UNEP/CMS at the prestigious International Club La Redoute / Bonn at a special event. This offers the opportunity to contact Bonn-based companies.

k) The City of Bonn:

35. A meeting of the CMS Secretariat with the Director of International Affairs of the City of Bonn took place on 22 June 2005. The City of Bonn will support UNEP/CMS in different ways, for example by pro-bono legal advice on founding Friends of CMS and by contacting local companies. The Lady Mayoress of Bonn, Ms. Bärbel Dieckmann, agreed to become a founding member of Friends of CMS.

36. UNEP/CMS will handle these challenges by increased phone reminder calls and by putting more emphasis on networking with existing partners and business associations. The latter option is still not often used by competitors. In addition UNEP/CMS will use opportunities offered by clubs, like Rotary and specific business clubs.

37. UNEP/CMS will especially make use of the opportunities offered by Friends of CMS (see there). UNEP/CMS will try to gain a patron for Friends of CMS, to support fundraising and win further well-known personalities of business, politics and science for the association.

38. In the business world a refusal is based on business considerations. These may easily change. Companies that did not respond to the acquisition and follow-up letters will be informed about the progress of building up Friends of UNEP/CMS on a regular basis. Experience shows they may join later, as not many companies are willing to act as forerunners while the most of them will embark on a successful project.

4. Specific Projects

a) The UNEP/CMS Thesis Award on Migratory Species Conservation

39. The award is the first joint project with the private sector. The UNEP/CMS Thesis Award on Migratory Species Conservation has been launched by the Secretariat of the Bonn Convention on Migratory Species, on the occasion of its 25th Anniversary in 2004, and is sponsored by National Geographic Germany and Lufthansa. The award of 10,000 Euros will be offered every three years at the Conference of Parties to CMS at alternating locations, and for the first time at the 8th Meeting of the CMS Conference of the Parties (COP8) in November 2005, in affiliation with Museum Koenig and the Global Register of Migratory Species. National Geographic reported about the award in their April 2005 edition and Lufthansa sponsored the flights for the first jury meeting on 27 July 2005.

b) Web-based fundraising

40. A complex web based fundraising system requires a significant Internet budget, which UNEP/CMS does not have. Nevertheless, to establish a direct debit/credit card on a donations page on the UNEP/CMS web site could be managed without much ado.

41. A proposal for a donations page on the CMS web site plus samples for fundraising web sites on the Internet were submitted to UNEP/CMS on 30 March 2005. The decision to install a donations page was postponed due to uncertainties about legal questions regarding the accounting of web-based donations and it was decided to wait until Friends of CMS is in operation.

42. Additions to the UNEP/CMS website are beneficial when it comes to the acquisition of major donors and companies as well as the formation of Friends of CMS. UNEP/CMS partners and supporters are listed here. Potential partners can see who is already co-operating – which can often be motivation enough for them to become involved.

43. The UNEP/CMS web site will be augmented by the category “Our partners” or something similar, where the individual sponsors and corporate sponsors will be listed. This category will be updated on a regular basis. Short forewords of a patron of Friends of CMS (like the German President or the Lady Mayoress of Bonn) and of well-known members of the business community will convince other candidates for Friends of CMS that supporting this association is worthwhile.

c) Friends of CMS

44. The term Friends of CMS describes the concept of a (relatively) independent organization, which is dedicated to support UNEP/CMS with financial allocations and other means, like cash value benefits, networking and outreach activities.

Friends of CMS will be the core unit of all UNEP/CMS’ fundraising activities with regard to the private sector (not the governmental sector).

Friends of CMS will be concentrating on acquiring German members in the initial phase.

One cannot apply for a Friends of CMS membership, it will be offered by UNEP/CMS. Its members will consider it an exclusive club.

Friends of CMS will be limited to a certain number of individuals. Too few members will not allow Friends of CMS to work effectively, too many members will lessen the value of being a member in the eyes of the elite.

The legal form will be as an “association”: closely controlled by UNEP/CMS, with non-profit status.

Friends of CMS members will be recruited from the following social groups:

- Business executives from global players and from SMEs
- Owners of companies (global players and SMEs)
- Publicly-known scientists / nature conservationists
- Journalists specialized on environmental topics
- Publicly-known personalities from NGOs

Senior executives from associations and institutions (chambers of commerce, environmental associations of the business community, like Econsense) and foundations.

45. Politicians (Lady Mayoress of Bonn, Federal President, Minister for Environment, selected MPs) and retired politicians, this group will be approached with caution as Friends of CMS and its members should be above politics.

In the longer run, the launch of working groups of Friends of CMS could be conceived, like:

- Business/Entrepreneurs for Nature Conservation
- Media for Nature Conservation.

46. The statutes for Friends of CMS and its regulations define the structure of the association and the control UNEP/CMS can exert over it. They have been submitted to the local court and to the tax office to be checked. In addition, the statutes are to be checked by the UN in New York for their accordance with UN regulations. The association will be legally founded and registered at the local court and the tax office in October 2005. The founding members will be the Lady Mayoress of Bonn, business executives and members from the scientific and NGO community. The association will be officially and publicly presented in Germany in November 2005 and also to the COP. At present UNEP/CMS is identifying potential founding members of Friends of UNEP/CMS. Further activities in 2005:

ongoing	Selecting and contacting further potential members of Friends of CMS and donors. These activities concentrate on the business community.
from 08/2005 ongoing	Winning members of Friends of UNEP/CMS from the fields of politics, NGOs, science and culture to safeguard a broad range of supporters.
09/2005	Kick-off: First meeting of Friends of CMS Initiative: Checking expectations of participants. Presentation of UNEP/CMS strategy and plans for 2005/2006. Setting up the association and outlining further activities of the Friends of CMS Initiative, like contacting potential members (member wins member concept) and other means of support. Consultations about the statutes. Nominating Members of the Board and the Chairperson.
10/2005	Preparing the official launch of Friends of CMS: Final clearance of legal questions. Founding and registering the association. Preparing the Friends of CMS' Internet pages. Preparing the official launch in Nairobi and Germany.
11/2005	Launch of Friends of CMS: Official Launch of Friends of CMS in Bonn Special event at COP Press conferences Launch of Friends of CMS website