



SUPPORTING THE WORK OF UNIDROIT

STRATEGIC PLAN

UNIDROIT FOUNDATION 2019-2020

A PLAN OUTLINING THE FUNDRAISING
AND OUTREACH STRATEGY FOR THE
UNIDROIT FOUNDATION.

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1. Purpose and Structure

1.1 This document outlines the UNIDROIT Foundation (hereinafter the Foundation) strategic plan for fundraising and outreach for the period June 2019 – December 2020.

1.2 This plan seeks to build upon the lessons learned in the implementation of the last strategic plan (May 2017 – December 2018) and intends to work towards making the Foundation's fundraising processes more dynamic and successful. This will be done through increasing the levels of engagement between the Foundation and UNIDROIT, as well as effectively using the resources available to the Foundation.

1.3 The document examines the Foundation's past fundraising activities, recaps the work of the Foundation during its previous strategic phase, and then looks towards implementing an updated version of the strategy for the period 2019 – 2020. The document also outlines several goals set for the Foundation moving forward, and mechanisms to employ in order to achieve those goals.

2. History of fundraising at the Foundation

2.1 Since its establishment in 1996, the Foundation has strived towards raising private capital to contribute towards UNIDROIT activities. The objectives of the Foundation are set out in Article 2 of its Statute and are as follows:

The objects of the foundation are to support the activities of the International Institute for the Unification of Private Law ("UNIDROIT "), in the advancement of education in the field of international uniform law and comparative law both in the Netherlands and elsewhere, and the promotion of the development of international uniform law, in particular (but without prejudice to the generality of the foregoing) by facilitating and providing support for:

(i) research into uniform law and comparative law and the dissemination of the results of such research by the means stated in (ii), (iii) and (iv) below;

(ii) the formulation, through study, research and international consultation, of international conventions, model laws and restatements, and the promotion of an awareness and understanding of such activities and instruments by means of meetings, courses, conferences and seminars and the publication of books, guides, journals, articles and other publications in the fields of uniform and comparative law;

(iii) fellowships, studentships, scholarships and bursaries for those engaged in the study, teaching or preparation of uniform and comparative law; and

(iv) the establishment and expansion of databases, library materials and other information systems and facilities to support and make generally available such education, study and research,

and in pursuit of any of the above objects to undertake any activities, not having a commercial purpose, which are connected with or may be conducive to the attainment of these objects, all the above in the widest sense of the word.

2.2 Historically, the Foundation relied upon a passive approach to fundraising under which the Foundation did not actively pursue donations from the private sector. This was in part due to a lack of personnel resources to carry out fundraising activities. The Foundation also had other branches in the form of a US and a UK Foundation; this led to greater dilution in the overall collection of funds (although the US Foundation did successfully raise significant funds by organising several conferences).

2.3 The Foundation has relied largely upon the royalties received from the Official Commentaries to the Cape Town Convention (CTC) by Sir Roy Goode which he has graciously donated to the Foundation. This is by far the most important stream of funding for the Foundation.

i. Change in Strategy in 2013

2.4 After a change in leadership in 2013, the Foundation sought to adopt a project-focused approach wherein it started three projects directly complimentary to the work of UNIDROIT. These were as follows:

- a. Project on Economic Assessment of International Commercial Law Reform
- b. Project on Best Practices in Electronic Registries Design and Operation
- c. Cultural Property Academic Project

2.5 Two out of these three projects were started in partnership with Harris Manchester College at Oxford University, and were later supported by the Commercial Law Center at the University of Washington.

2.6 It was envisaged that the Foundation would seek donations for these projects from the private sector, and in turn produce deliverables which add value to UNIDROIT instruments. This change in strategy increased the amount of work undertaken by the Foundation and improved its fundraising activities. Accordingly, there are two distinct categories of funds that the Foundation generates:

- a. Category A - General funding to support UNIDROIT, to be used at UNIDROIT's discretion for research, library, promotional and informational materials, and the research scholarship and internship program.
- b. Category B - Project specific funds for a Foundation project, which is identified work complementary to UNIDROIT's Work Programme.

ii. Strategic Plan 2017-2018

2.7 Building upon the strategic shift in 2013, the Strategic Plan adopted in May 2017 was a significant change in the approach taken by the Foundation towards fundraising and augmenting its public profile. The 2017-2018 plan was based upon a proactive fundraising approach in targeting potential donor organisations to generate both project-specific and general donations. The Plan set ambitious fundraising goals for the Foundation, which were to be spearheaded by Foundation staff with close support and coordination from the Board of Governors of the Foundation.

iii. Successes and Failures

2.8 In an effort to implement Strategic Plan 2017-2018, the Foundation developed professional documents to conduct outreach and raise funds for its pre-existing projects, as well as the general work it does to support UNIDROIT. The Foundation also went through an extensive rebranding process in order to showcase the benevolent nature of its work, focused around the redesign and improvement of its website.

2.9 The Foundation approached a total of 81 organisations with its standard proposal document – this was slightly tailored depending upon whether the organisation was being approached for a specific project, or for a general donation to the Foundation. A full list of organisations approached can be found in Annex II. Of the 81 organisations, 9 were approached directly by the Board Members, whereas 72 were approached by the Foundation staff on behalf of the Board Members. The following general observations were made:

- a. Better results were obtained when a personal contact of one of the Board Members was approached directly by the Board Member;
- b. Organisations and individuals were more likely to respond to an unsolicited proposal if they were aware of the work of UNIDROIT. Furthermore, better results were obtained when emails were sent to Corporate Social Responsibility personnel, as opposed to Legal personnel;
- c. Organisations were more likely to respond to requests for donations if they had been informed in advance that they would be receiving such a request.

2.10 Unfortunately, the Foundation was not able to solicit a successful donation from any of the 81 organisations approached. There were several reasons for this failure:

- a. Top-down approach: donors were asked to fit into the Foundation's proposal, rather than allowing donors to control the type of relationship they desired to have with Foundation;
- b. Limited support from Members of the Board of Governors, which meant that a vast majority of the organisations contacted for fundraising were directly approached by the Foundation staff, with no prior relationship with the individuals being contacted;
- c. The Foundation struggled in identifying donors which fit well with the benevolent goals the Foundation was working towards accomplishing. As such, a majority of the donors approached either already had partners they were working with in areas similar to the Foundation's work, or were involved in different types of charitable work.

iv. Self-assessment

2.11 This following is a summary of the accounts for the Foundation from 2002 to 2018:

2.12 The following general observations can be made with regards to the aforementioned numbers:

- a. The project-based approach introduced in 2013 has been successful in bringing funding to the Foundation and has resulted in the Foundation producing substantive deliverables. Overall, the Foundation's projects have raised 50% of what has been raised generally. This money has been raised in less than four years, as compared to the sixteen years for which general records have been kept;
- b. While project-based funds augment the substantive value of the Foundation, these funds cannot be used to make general donations to UNIDROIT. Hence, the Foundation has been completely reliant on the Royalties from Commentaries to be able to meet its responsibility towards funding important programs at UNIDROIT, such as the Internship and Research Scholarship Programme;
- c. The Foundation's project-based donations have largely been provided by two donors, Aviareto, and the Aviation Working Group.

3. Way Forward

3.1 Moving forward, the Foundation will retain the objectives it set in its Strategic Plan 2017-2018, with several changes. These are as follows:

- Generate a diverse portfolio of funding streams, identified in line with the nature of the Foundation's work;
- Pursue larger contributions from targeted entities to obtain project-specific funding for Foundation activities;
- Pursue smaller, recurring contributions to obtain general support funding
- Enable a system of online donations and promote the use of this system to attract smaller one-off donations;
- Limit the use of the funds acquired from the Official Commentary Royalties to directly fund the UNIDROIT internship and scholarship program;
- Allow the Foundation to generate enough funding to hire interns and administrative assistants to implement the fundraising and marketing strategies;
- Build a network of donors and contributors who actively partake in the activities being organised by the Foundation.

3.2 However, the efforts made to achieve these objectives will be adjusted keeping in mind the lessons learned from past experience.

i. Three pillars of fundraising:

3.3 The Foundation's strategy moving forward will rest upon three central pillars:

- a. to clearly establish the 'case for support' – i.e. why the work of UNIDROIT and the Foundation is worth supporting and what each project's deliverables are;
- b. to identify the funding opportunities best suited to each project; and
- c. to utilise the Board in facilitating the fundraising process by using their influence, and network in identifying and approaching potential donors.

3.4 In order to be able to do this, the Foundation must:

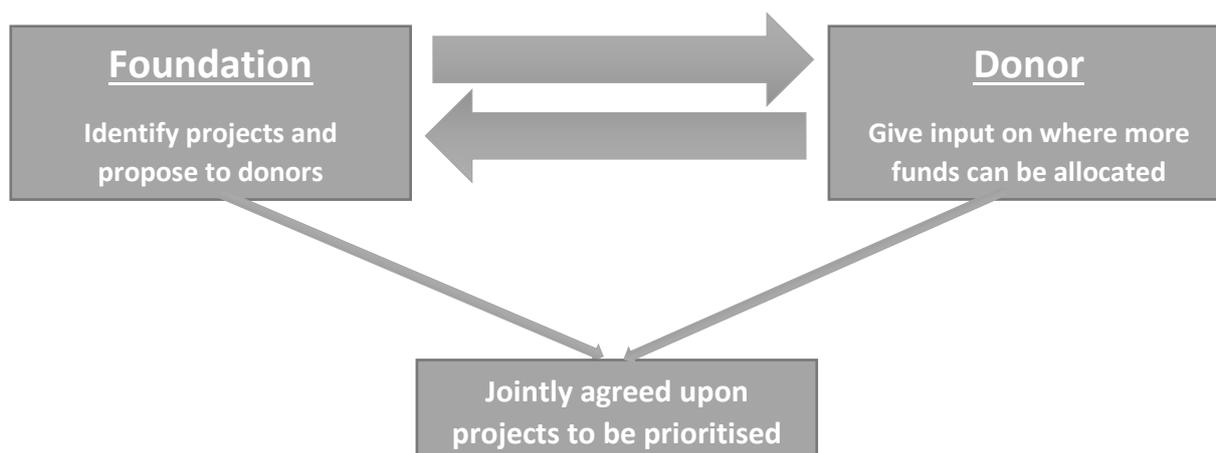
- a. Identify, with assistance from the UNIDROIT Secretariat, the Institutional priorities for complementary Foundation projects based on the Institute's work program;
- b. Develop stronger and more efficient collaboration between the Foundation and the UNIDROIT Secretariat through creating synergies with the Institute's work;

- c. Work in close coordination with members of the UNIDROIT Secretariat in developing fundraisings proposals, as well as in identifying partners and collaborators;
- d. Directly liaise with Board Members of the Foundation to allow them to actively be involved in the projects and initiatives started by the Foundation in collaboration with the UNIDROIT Secretariat.
- e. Test the ‘case for support’ of the Foundation with prospective donors, consequently adapting the case to better suit prospective contributors in order to create a sense of ownership in Foundation projects from partners.

3.5 The Senior Counsellors at the Foundation, with support from the Foundation staff will work towards ensuring that the aforementioned aspects work in tandem as the Foundation moves forward towards implementing its fundraising strategy.

ii. Project focussed approach

3.6 The project focussed approach initially adopted in 2013 has generated substantial funding for the Foundation. Keeping this in mind, the Foundation will further enhance this project focussed approach by identifying new areas within which it could conduct successful projects. However, these projects will follow a ‘donor-first’ approach such that the Foundation will give more priority to projects towards which there is a greater chance of securing contributions. The following model will be utilised:



3.7 Besides identifying new projects, the Foundation will also seek to expand the number of donors presently involved with its current projects. These are as follows:

- a. Project on Economic Assessment of International Commercial Law Reform – Presently wholly supported by the Aviation Working Group;
- b. Project on Best Practices in Electronic Registries Design and Operation – Presently wholly supported by Aviareto;
- c. Cultural Property Academic Project – Initially funded by the Aviation Working Group; presently not supported by any organisation.

3.8 Additionally, the Foundation will also seek to raise funds for the following general UNIDROIT Programmes which are of core importance to the general purpose of the Foundation:

- a. Library Expansion and Digitisation
- b. Internship and Research Scholarship Programme

c. Promotion of UNIDROIT Instruments

iii. Types of organisations to approach

3.9 The Foundation will reach out to several different types of organisations in an effort to raise funds for its various initiatives, and in a move towards starting new initiatives. These could fall into one of the following non-exhaustive categories:

- a. Academia
- b. Intergovernmental Organisations, International Development Banks, and Domestic Public Organisations.
- c. Law firms
- d. Notaries
- e. Other not-for-profit entities
- f. Private Entities and Individuals
- g. UNIDROIT associated contacts

3.10 Each type of organisation will be better suited for specific types of projects – the Foundation will conduct an analysis of which type of organisation to approach for which initiative before moving forward in any area. Moreover, the Foundation will also implement a thorough due diligence process in order to ensure that all private donors being approached carry no substantial reputational risk for UNIDROIT or the Foundation.

iv. Incentives to offer

3.11 As part of this strategic plan, the Foundation will seek to strike intellectual and financial partnerships with potential donors. These will include shared deliverables, as well as offering funding opportunities, partnership opportunities, and collaborations.

3.12 Moreover, the Foundation can also offer certain benefits to organisations willing to make donations. These are as follows:

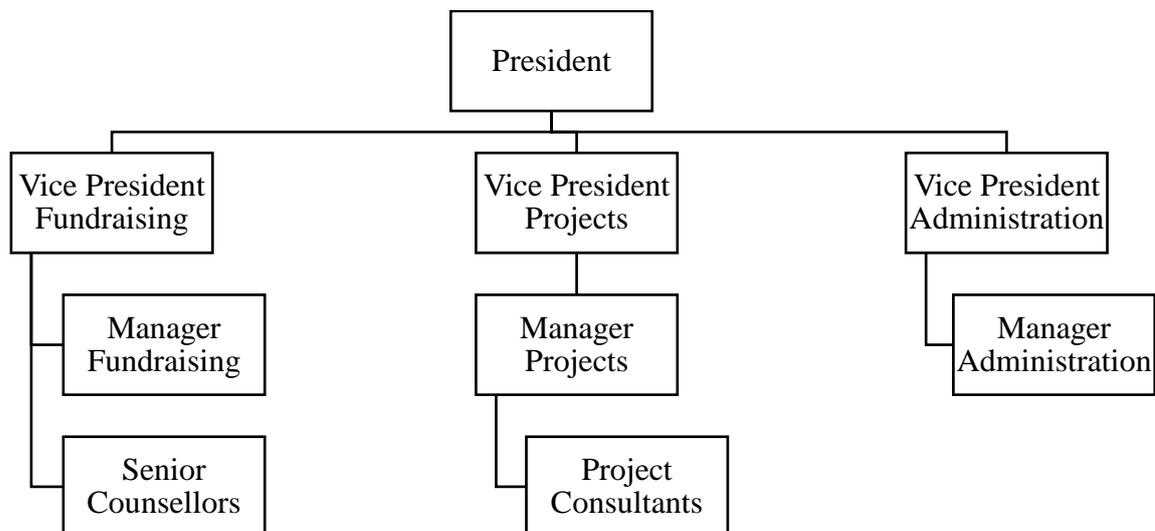
- a. Access to new UNIDROIT publications;
- b. Periodic updates of the activities of UNIDROIT and the Foundation and how these are advancing the needs of the organisation or company in question;
- c. Invitations to relevant UNIDROIT and Foundation events;
- d. Access to UNIDROIT digital library collection;
- e. Involvement in research/projects conducted by the Foundation.

3.13 Additionally, the Foundation will seek to use the following avenues as tools to incentivise partnerships with donors:

- a. Supporting the Internship and Research Scholar Program – potentially through named scholarships in areas of interests;
- b. Sponsored projects in an area which is complementary to the work of UNIDROIT;
- c. The library as a means of promotion – including the prospect of offering premium digital access to the catalogued material;
- d. Organisational names and logos to be displayed on the UNIDROIT Foundation website;
- e. Organising knowledge sharing events (e.g. seminars/lectures, etc.).

v. New organisational structure

3.14 In order to execute this strategic plan, the Foundation will adopt a new organisational structure, as circulated to the Board of Governors in the End of Year Update for 2018.



3.15 The Foundation will also recruit interns to be based either in its offices in Rome, or to work remotely, as required by the Senior Counsellors or Managers.

vi. Specific targets

3.16 The work associated to this plan will largely be internal until September 2019, with plans for outreach starting in the fall of 2019 and the early parts of 2020.

3.17 In order to continue adhering to the SMARTER model (Specific, Measurable, Attainable, Relevant, Time Bound, Evaluate and Review) of setting targets, the goals set for this strategy are as follows:

	By September 2019	By January 2020	By May 2020	By December 2020
Strategy Stage	Planning and Preparing Documents	Outreach phase	Outreach + Solidifying Partnerships	Reassessing and adjusting Strategy
Funds Raised	0	10,000 Euros	50,000 Euros	100,000 Euros
Partnerships Made	0	2	5	10
Events Organised (includes project workshops)	0	2	5	10

4. Marketing and Promotion

4.1 The marketing and promotional work of the Foundation will complement the fundraising strategy by raising awareness of the Foundation's activities and attracting more people towards the Foundation. The Foundation will retain the objectives set out in its original Marketing and Promotion Strategy set out in 2017:

- a. Increase awareness of Foundation activities and build a strong brand name and image for the Foundation.
- b. Encourage comments and engagement. An engaged community results in more interest being generated in the work of the Foundation.
- c. Identify potential donors through website and social media – organic leads generated through the website and social media which are a result of the content the Foundation has shared on these channels are very valuable, as they are genuinely interested in the work of the Foundation.
- d. Retaining donors – entities presently involved with the Foundation are encouraged by seeing the Foundation publish good content on its social media channels. This contributes to donor retention as well as growth in the number of donors.

4.2 The Foundation will continue to market itself through social media, as well as print media in the form of publishing articles and documents on its website and as material produced in relationship to its projects. A separate and more detailed social media strategy may be considered once the Foundation brings on interns to actively create content for its social media channels.

5. Budget

5.1 The financial resources required to execute this strategy have been set out in the Budget for 2019, to be approved at the 23rd Meeting of the Foundation's Board of Governors scheduled for 7 May 2019.