

**Report from the Working Group on Fundraising  
For SIPRI's Strategic Review  
22 March 2013**

**1. Key strengths**

SIPRI has two main strengths in the area of fundraising: our **reputation** – SIPRI's brand, reinforced by the reputation of individual SIPRI researchers – and the **core grant** from the Swedish government. The day we compromise our reputation we will lose our key strength.

**2. Key challenges and how to address these**

The main challenges for fundraising are: organizing and maintaining a clear system and division of responsibilities for fund-raising and how to improve researcher competence in proposal writing. (For suggestions, see items 3 and 4).

In addition, there are a number of specific challenges:

- A lack of funds for networking and development of project proposals. Importance of networking and presence in relevant fora. How can this be funded? Requires project surplus, fee-based grants or institutional grant.
- A tendency to undersell ourselves in terms of fees/overheads because of reliance on the core grant. Need to develop rules and apply these consistently.
- Difficulty to fundraise for the maintenance of existing databases. Key is to develop projects involving analysis of the data and based on the uniqueness of the data sets.
- A lack of policy / review mechanisms for ethical assessments of research projects and project proposals. Need to create an internal review board (see below).

**3. Short-term (6-12 months) proposals**

The Director should have the main responsibility for fundraising. The first priority is therefore to ensure the key role of the Director's office in fundraising, including exploring contacts with potential funders, maintaining networks, and either increasing the core grant or securing a major institutional grant. This is one of the main recruitment criteria for the director of SIPRI.

Other proposals for the short-term:

- Establish a division of responsibilities for technical support for project proposals, such as ensuring that the CVs needed, or information about SIPRI, in an application are in the right format.
- Create a system for information sharing on new project ideas / proposals, involving the submission to SLM (or if urgent, to RLM) a short summary (by email) consisting of Project title, 1-2 sentence description, potential funders and collaboration with other SIPRI programmes / projects.

- Organize internal reviews of research proposals and internal and internal training in proposal writing.
- Create an internal review board for project proposals, to which proposals of concern can be referred. Proposer to provide information on content and potential funder(s). Assessment to be based on 3-point checklist: potential negative impact for SIPRI programmes / projects; potential negative impact for SIPRI brand; and concern with content and SIPRI's vision. In certain cases it may be necessary to call in independent reviewers, e.g. from Uppsala University's ethical review board.
- Systematically involve the Governing Board in fund-raising, including by having targeted fundraising sessions with the GB, asking GB members to state where and how they can help with fundraising – which institutions/foundations, which areas, which specific links – and for future GB members, by considering their fundraising capacity / profile.
- Improve links with academic institutions in Sweden, e.g. consider how we can use or connect with Uppsala University for joint funding proposals to academic funders (or Gothenburg University, Department for Global Studies)
- Learn more about potential funders: How do the foundations develop their strategic thinking - how can we influence them?

#### **4. Mid-term proposals (2-5 years)**

The main priority is to seek larger, institutional grants; think of ways to put together larger research proposals that pull together strengths from different research programmes; larger academic grants with support/lead from the Director's office.

- Funding dinners on fringes of important meetings, e.g. in Geneva or Vienna. After example of Small Arms Survey: meetings of international programme council twice a year where funders fly in, and Geneva based CD diplomats participate.
- Create incentives to contribute to core grant. Make core grant available for pilot projects – research initiation grants for cross-SIPRI research
- Recruitment of a professional full-time fund-raiser to help researchers transform their ideas into successful proposals.

#### **5. Blue sky thinking**

'Speed dating' with potential funders, such as the MFA, SIDA, MOD, based on a Dutch model: researchers at the tables presenting their research topics / ideas. Annual or bi-annual, e.g. in September when diplomatic postings change.

- Attracting an endowment.