



United Nations  
Educational, Scientific and  
Cultural Organization

Diversity of  
Cultural Expressions

Organisation  
des Nations Unies  
pour l'éducation,  
la science et la culture

Diversité  
des expressions  
culturelles

Organización  
de las Naciones Unidas  
para la Educación,  
la Ciencia y la Cultura

Diversidad  
de las expresiones  
culturales

Организация  
Объединенных Наций по  
вопросам образования,  
науки и культуры

Разнообразие форм  
культурного  
самовыражения

منظمة الأمم المتحدة  
للتربية والعلم والثقافة

تنوع أشكال التعبير  
الثقافي

联合国教育、  
科学及文化组织

文化表现形式  
多样性

# 5 CP

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## CONFERENCE OF PARTIES TO THE CONVENTION ON THE PROTECTION AND PROMOTION OF THE DIVERSITY OF CULTURAL EXPRESSIONS

Fifth ordinary session  
Paris, UNESCO Headquarters, Room II  
10-12 June 2015

**Item 10 of the provisional agenda:** Secretariat's report on the International Fund for Cultural Diversity (IFCD)

This document contains the Secretariat's Report on the implementation of the International Fund for Cultural Diversity.

Decision required: paragraph 37

1. The International Fund for Cultural Diversity (hereinafter “the IFCD”) is a multi-donor voluntary Fund established under Article 18 of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter “the Convention”) to facilitate international cooperation for sustainable development and poverty reduction to foster the emergence of dynamic cultural sectors in developing countries that are Parties to the Convention.

2. The main objective of the IFCD is to invest in projects that lead to structural change through the introduction and/or elaboration of policies and strategies that have a direct effect on the creation, production, distribution of and access to a diversity of cultural expressions, including cultural goods, services and activities, as well as through the reinforcement of institutional infrastructures deemed necessary to support viable cultural industries at the local and regional levels.

3. At its fourth ordinary session in June 2013, the Conference of Parties approved the revised Guidelines (Resolution 4.CP 9), which were informed by the evaluation of the management mechanisms of the IFCD carried out by UNESCO’s Internal Oversight Service (hereinafter “IOS”).

4. The IFCD became operational in 2010. Since then, 78 projects in 48 developing and least developed countries have been funded. The total funding provided to those projects amounts to US\$ 5.2 million at end of April 2015. IFCD-funded projects are contributing to: i) the creation of policy environments that promote the diversity of cultural expressions; ii) demonstrating the value and opportunities that the cultural and creative industries offer in the achievement of sustainable development; and iii) strengthening institutional, organizational and individual capacities in the cultural sector.

5. Since 2007, the total cumulative contributions to the IFCD has reached over US\$ 7.3 million. To date, a total of US\$ 5.6 million, including the 10 per cent for programme support costs, have been allocated by the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter “the Committee”) from the IFCD. In compliance with previous decisions, 82 per cent of the budget is allocated directly for project funding. As such, the majority of the funds go to projects and not to the operating costs of the Secretariat. Fixed costs allocated by the Committee during January 2014 to December 2015 include US\$ 17,000 for general operating costs, US\$ 35,000 for participatory assistance to bring Committee Members from least developed countries to statutory meetings, and US\$ 110,000 for contracts with the experts appointed by the Committee to conduct the evaluation of applications submitted to the IFCD and for the organization of one meeting for the Panel of Experts. All fixed costs allocations include 10 per cent programme support costs.

6. While the IFCD is increasingly recognized as an effective international cooperation tool for the promotion of dynamic cultural sectors, it still faces some challenges that will make it difficult to ensure its effectiveness and future performance. The main challenges are: i) the lack of human resources to manage the Fund, monitor and evaluate the funded projects and implement its fundraising and communications strategy; ii) the recent stagnation in contributions to the Fund that cannot meet the expectations and high number of funding requests; and iii) raising visibility and awareness about the IFCD, especially among potential private sector donors and partners.

7. This document presents the main outcomes of the implementation of the IFCD by the Secretariat. It also includes updated information on the implementation of the IOS recommendations as well as on the fundraising and communications strategy. An overview of the status of all projects approved by the Committee since 2010 can be found in information document CE/15/5.CP/INF.10.

**IFCD calls for funding requests**

8. On 29 January 2014, the IFCD's fifth call for funding requests was launched. The establishment of a new timeframe was implemented, following the revised Guidelines (Resolution 4.CP 9) approved by the Conference of Parties at its fourth ordinary session. While the total number of funding requests diminished compared to the previous funding cycles, the number of eligible funding requests increased from 28% in 2013 to 43% in 2014. This reflects a better understanding of the objectives and the scope of intervention of the IFCD by applicants as well as the National Commissions that contribute to the pre-selection process at the national level.

9. The evaluation of eligible funding requests of the 2014 funding cycle was undertaken by a newly composed six member Panel of Experts, which was approved by the Committee at its seventh ordinary session (December 2013) in accordance with the revised Guidelines (Article 16). Half of the existing members were renewed for a two-year mandate in order to ensure the continuity of work and three new members were appointed for four years from a community of experts in the fields of cultural policies, cultural and creative industries, culture and development, along with six new replacement experts.

10. In compliance with paragraph 16.3 of the Guidelines and Decision 7.IGC 6 paragraph 8, the Secretariat also organized a meeting in July 2014 at UNESCO Headquarters in Paris for the members of the Panel of Experts. During the meeting, the experts had the opportunity to exchange on the evaluation process, the challenges they faced and reach a consensus about the projects to be recommended for funding.

11. Based on the recommendations submitted by the Panel of Experts, the Committee, at its eighth ordinary session (December 2014), approved 7 projects for the 2014 funding cycle and adopted a provisional budget for 2015. As of 11 May 2015, all projects selected received their contracts and activities have begun. Projects are expected to be finalized between 2016 and 2017.

12. With the 2013 and 2014 funding cycles, eight new Parties are benefitting from IFCD funding for the first time, i.e., the Central African Republic, the Democratic Republic of the Congo, Gabon, Haiti, Morocco, Nigeria, Paraguay and the United Republic of Tanzania. Further to the selection of these projects, the Committee, at its eighth ordinary session, invited Parties who have the means to support their own NGOs to refrain from submitting projects during the next cycle in light of the current financial status of the IFCD (Decision 8.IGC 8 paragraph 12).

13. The Committee also invited the Conference of Parties at its fifth ordinary session to consider the most appropriate criteria for the allocation of funds from the IFCD, in particular, sustainability and need (Decision 8.IGC 8 paragraph 11). In the context of the IFCD funding process, "sustainability" refers to ongoing results, effects and outcomes of the project that imply the transition of the relatively short-term project to regular community life or organizational operations. Sustainability in projects are considered in relation to various aspects across project implementation that could lead to attaining its long-term objectives, including a wider community, organizational and public involvement, the development of partner relationships on an on-going basis, flexible capacity to accommodate change, incorporation of on-going evaluation into project evaluation, and a diverse base for project funding, seeking financial support from multiple sources to reduce reliance on a sole funding source.

14. In order to reinforce the requirements pertaining to the sustainability of the projects, the Secretariat has integrated indicators related to sustainability into the application, evaluation and reporting forms, which were used for the sixth IFCD Call in 2015. Each applicant and project manager are required to describe the measures put in place to ensure that the project's longer term objectives are met, whereas the Panel of Experts shall examine longer term possibilities, opportunities and challenges when evaluating each project proposal.

15. The Committee, during the debates at its eighth ordinary session, also raised the question whether the fund should be allocated based on a criterion of need. One of the major criteria applied to the evaluation of each funding request is whether the project fundamentally meets the needs and priorities of the country where the project will be implemented. Each applicant is asked to describe the local context of the project proposal and in detail the economic, social and political challenges, needs and priorities as well as how the project plans to respond to them. The objective is to assess the needs and responses to these needs so that the project's results may extend the work that has been previously done and develop stronger collaboration and synergies between existing initiatives.

16. Further to the Committee's Decision 8.IGC 8 paragraph 5, the sixth call for funding requests was launched on 30 January 2015. A new on-line platform for the IFCD application procedure was developed and made available at this time. All applicants have to directly submit their applications to the on-line platform and the pre-selection procedure will also be conducted on-line by the National Commissions. The main objective of an on-line application platform was to align all management mechanisms of the IFCD, from application to evaluation, with the coherent efforts taken by the governing bodies concerning the development of a knowledge management system and to facilitate a more efficient assessment process for the Secretariat, which is lacking sufficient human resources, as well as to assure transparency in the decision-making process from all parties involved, including the National Commissions, the Panel of Experts and the Secretariat.

### **Implementation of the IOS recommendations**

17. At its sixth ordinary session in December 2012, the Committee examined the IOS report and adopted the majority of the 35 recommendations on the evaluation of the pilot phase of the IFCD. Both the Conference of Parties, at its fourth ordinary session, and the Committee, at its seventh and eighth ordinary sessions, recognized the progress made by the Secretariat on the implementation of the IOS recommendations, encouraged the Secretariat to continue its work and requested Parties to provide extrabudgetary resources to implement the IOS recommendations, in particular on the RBM framework and the knowledge management platform (Decisions 7.IGC 8 paragraph 4 and 8.IGC 8 paragraph 8).

18. To date, the majority of the IOS recommendations (namely Recommendations 3, 4, 5, 10, 11, 14, 17, 18, 21, 25, 27, 30 and 35) have already been fully implemented by the Secretariat through their integration in the Guidelines of the IFCD. The implementation of the IOS recommendations has proven valuable in improving the functioning of the IFCD, streamlining its processes and demonstrating its impact at the local level. Annex I provides an overview of the state of implementation of these recommendations, including the progress attained towards full implementation.

19. Considerable progress has been made with regard to the implementation of Recommendation 7: Develop a results framework with short- and long-term objectives, time-frames and indicators, regardless of the lack of resources to fully implement this recommendation. The Results-based Management Framework for the IFCD (hereinafter the "Framework") (Annex II), developed in coordination with the IFCD stakeholders, defines the:

- IFCD's goal, which directly supports UNESCO's Strategic Objective 8: Fostering creativity and the diversity of cultural expressions;
- Outcomes, which are aligned with UNESCO's medium-term results in the C/4;
- Results, which are to be achieved within a four-year period following the C/5;
- set of SMART (Specific, Measurable, Assignable, Realistic, Timed) indicators that could verify and measure the results or outcomes.

The aim of the Framework is to monitor and improve the performance of the Fund and to determine whether it is achieving its objectives.

20. The Framework has been introduced into the managing mechanisms of the IFCD, including the revised Application Form, Evaluation Form, Application and Pre-selection Guides and the new IFCD website, and these changes have been applied throughout the sixth IFCD call in 2015. Furthermore, the Secretariat initiated the development of a results baseline for the Framework to gather consistent and comparable data by retrospectively analysing and following up on the completed projects. The implementation of this recommendation is expected to help the stakeholders of the IFCD have a clearer picture of its objectives and expected results and an increased awareness of the impact attained by IFCD-funded projects at the local level.

21. It is however understood that this recommendation has financial implications for the Secretariat to implement it in a complete manner. If an effective RBM approach is to be fully embedded in the operations of the IFCD to allow efficient monitoring and evaluation of the IFCD funded projects, extrabudgetary resources will be required in order to develop and maintain a database to collate monitoring statistics on IFCD funded projects and set up a monitoring mechanism, from project reporting to data-gathering and analysis.

22. Furthermore, the Committee, at its eighth ordinary session, decided to encourage Parties to support the reinforcement of the Secretariat through the appointment of an Associate Expert or a secondee (Decision 8.IGC 8 paragraph 10), in efforts to strengthen the capacities of the IFCD Secretariat so that it can undertake all actions required to improve the quality of the work of the IFCD (Recommendation 31).

### **Review on the management of financial resources**

23. Following Decision 7.IGC 9 paragraph 6, the Secretariat submitted to the Committee, at its eighth ordinary session (December 2014), a cost-recovery policy that is based on the same principles as the other Culture Conventions (Recommendation 1 (e) of the IOS audit and the financial regulations of the Special Account for the IFCD Article 5) in order to recover all direct administrative, monitoring and coordination costs borne by UNESCO's regular budget, including staff costs, from the IFCD. In response, the Committee has requested the Secretariat to apply the cost recovery policy consistently when using the resources of the IFCD (Decision 8.IGC 5a paragraph 12) and provide, at its ninth ordinary session, information on the cost recovery reattributed to the Secretariat of the Convention (Decision 8.IGC 10 paragraph 6). To this end, the Committee agreed that the cost recovery policy would not be grounded on a percentage basis for the overall management of the IFCD but applied only on the direct management of the projects, including their implementation and monitoring.

24. While there was a general support for the cost recovery policy based on the consistent application across different Conventions, there was request for clarity on the 10 percent programme support costs applied to the IFCD. In response, BFM explained how voluntary contributions are charged programme support costs since the introduction of a cost-charging policy in 2009 on all special accounts, with the exception of the two Funds of the intangible and world heritage, which is composed of assessed mandatory contributions.

25. The Committee also raised a question on the support service that the IFCD receives for the indirect programme implementation cost incurred through programme support costs, which usually account for financial reporting, external relations and cooperation, etc, and suggested to have the same conditions, that is the non-application of programme support costs, applied to the IFCD as for the Fund of the 1972 and 2003 Conventions. Noting these debates of the Committee, the Committee at its eighth session requested the Director-General to invite the Executive Board to review the Programme Support Costs for the IFCD taking into account the work done by the Convention's Secretariat to raise and manage the funds for the IFCD (Decision 8.IGC 10 paragraph 9). It may be noted that at the 197<sup>th</sup> session of the Executive Board following Decision 195 EX/5 Part IV (C), the Director-General has been invited to present a proposal to adjust and reduce, where appropriate, the standard programme support cost rate for future projects while charging more identifiable direct and indirect variable costs, including regular programme staff costs, with a view to taking into account the practices of other UN specialized agencies. Thus there will be new modalities of application of the cost recovery policy, which will consistently cover all funds including those under all Conventions.

## **Fundraising and communications strategy**

26. At its sixth ordinary session in December 2012, the Committee adopted in its entirety a fundraising and communications strategy for the IFCD (Decision 6.IGC 6 paragraph 3). The Committee also decided to progressively implement the strategy with available funds and resources and have the budget assigned accordingly for future activities at each session.

27. To recall, the five-year strategy (2013-2018) is divided into three phases. The first phase (January 2013 - June 2014) was designed to expand the IFCD's existing support base among governments, with an estimated cost of US\$ 359,500, and expected to raise US\$ 1,434,875. The goal of phase two (July 2014 - June 2016) is to reach out to external donors to secure partnerships with the private sector and with high-net-worth individuals and raise US\$ 4,391,367 with an estimated cost of US\$ 457,125. Phase three (July 2016 - December 2017) will be rolled out with a US\$ 351,625 budget. The overall goal is to ensure that by 2018, the IFCD receives regular financial support from at least half of the Parties and develops six key private sector partnerships that will account for 30 per cent of its resources.

28. As of June 2014, phase one of the strategy has been completed. The main objectives of phase one were to establish a clear message and visible identity for the IFCD and consolidate the IFCD's existing donor base (Parties to the Convention). In order to renew the consolidation of the IFCD's donor base, the Director-General issued a call for contributions to Parties in March 2014 and 2015 through an official letter requesting support to the IFCD by providing regular voluntary contributions equivalent to at least 1 per cent of their total contribution to UNESCO, which request has been equally endorsed by the Committee through its Decision 8.IGC 10 paragraph 8.

29. The impact of the implementation of phase one of the fundraising strategy is demonstrated by the fact that US\$ 1,060,893.86 were raised from the launch of the fundraising strategy in January 2013 up to June 2014. This represents 75 per cent of the target amount of US\$ 1,434,875. This high percentage is considered a direct result of the fundraising and communication actions, in consideration of the fact that the IFCD is based on voluntary contributions and the global economic crisis. It is however worth noting that only around 15 per cent of the Parties (20 out of 134) contributed to this amount, of which 7 Parties made an annual and regular contribution.

30. Since the fourth ordinary session of the Conference of Parties (June 2013), contributions have been received from five Parties that had not previously given to the IFCD (Czech Republic, Germany, Lithuania, Malawi, Uruguay), which has resulted in raising around a quarter of a million US dollars. The IFCD, however, continues to face significant challenges, if it is to reach the ultimate goal of receiving regular financial support from at least half of the Parties by 2018. To this end, in order to encourage annual contributions from a larger number of Parties and further to the Committee's Decision 8.IGC 8 paragraph 13 to present a mechanism by which Parties could declare the amount they wish to voluntarily and regularly contribute to the IFCD, it is proposed for the Secretariat to issue an official letter to appeal for regular voluntary contributions, quoting the amount of 1% contributed by each Member State to UNESCO's Regular Budget.

31. From July 2014, the IFCD entered into phase two of the fundraising strategy, where the Secretariat began to establish the building blocks needed to expand the IFCD's donor support base beyond governmental donors. The Secretariat initiated a prospect research in order to seek alternative funding sources, namely private sector and high-net-worth individuals. As a basic tool needed to cultivate relationships with prospective partners, a detailed list and database of potential private sector partners is currently being finalized.

32. Once this list is established, the next step will be to develop an action plan for elaborating the arguments and implementing systems necessary for collaborating effectively with the targeted prospects. The concrete actions to take would be to create tailor-made cases for support outlining the key advantages as selling points for potential funding partners and to develop different modalities of partnerships and incentive programmes with mutual partner benefits. As indicated in the fundraising strategy, the engagement of a specialist or a company with professional fundraising and communications backgrounds is fundamental in order to pursue, secure and maintain a steady pipeline of private sector partnerships. The Committee, acknowledging the lack of sufficient human resources to implement the fundraising strategy as well as the need for skilled human resources with the required fundraising expertise, requested the Secretariat to seek a professional company specialized in fundraising to implement the strategy (Decision 8.IGC 9 paragraph 5).

33. Throughout the implementation of the first and second phases of the strategy, the following communication tools were developed, as approved by the Committee at its sixth, seventh and eighth ordinary sessions, playing an essential role in increasing the visibility of the IFCD and communicating impact results from the projects funded by the IFCD:

- i) Fifteen issues of electronic newsletters ([e-updates](#)) were distributed in English, French and Spanish featuring UNESCO priorities and emerging issues related to the work of the Convention and the Culture Sector, such as digital technology and gender. Statistics available show that the e-update email list is growing with over 3,000 regular readers subscribed in all three languages and with an increase of subscribers in the Arab region;
- ii) Three editions of the IFCD annual [brochure](#) presenting the impact projects are making on the ground were published and distributed across different UNESCO communities and to the Committee at its sixth, seventh and eighth sessions, to the Conference of Parties at its fourth and fifth sessions as well as at the 37<sup>th</sup> session of the General Conference of UNESCO;
- iii) Six [multimedia stories](#) have been produced presenting a selected number of IFCD-funded projects in Argentina, Croatia, Guatemala, Senegal, Tajikistan and Togo that address different aspects of the IFCD interventions in the areas of capacity-building, market access and policy action. In addition to the IFCD corporate film, the impact film is also being produced in three languages, as a comprehensive communication tool to present the major effects of the IFCD and to appeal to different audiences including potential private sector partners;
- iv) A new [website](#) for the IFCD was launched in November 2014 with a special section dedicated exclusively to fundraising for the IFCD. It includes access to the “PayPal” system in order to facilitate the payment of contributions to the IFCD and information charting the contributions from donors since 2007;
- v) In addition, the IFCD was promoted to various audiences in different regions through the launch of the English, Chinese, Spanish, French and Arabic language versions of the 2013 special edition of the UNESCO-UNDP Creative Economy Report, which features IFCD projects throughout Chapter 7 “The United Nations as a strategic partner of local creative economy development”.

34. The communication materials were widely disseminated across different UNESCO communities, governmental partner networks and the Convention’s major stakeholders with the aim to reinforce relationships with existing and growing IFCD supporter base. While phase one of the fundraising and communications strategy focused on rebranding the IFCD by developing and packaging content, phase two targets to reach maturity in its advocacy efforts and further enhance its global outreach. The renewed challenge for the strategy would be to undertake a dynamic distribution strategy that could disseminate these tools in a proactive manner to appeal to an increasing number of different potential funding partners and foster convincing cases for support through different media channels.

35. The following monitoring benchmarks or indicators have been essential in assessing and measuring the impact of these communication tools and ensuring that expected results for the communication actions were achieved:

- a) Progress on fundraising, with 75% of the target amount US\$ 1,434,875 raised during the first phase of the strategy;
- b) Improved understanding of the IFCD objectives by the applicants participating in the fifth call in 2014, which is demonstrated through the increased number of eligible funding requests from 28% in 2013 to 43% in 2014;
- c) Sixfold increase in subscriptions to the IFCD's e-update newsletters with a 3:1:1 ratio in English, French and Spanish;
- d) The enhanced scope of distribution of the brochures at high-level important events, such as the Special Thematic Debate on "Culture and Sustainable Development in the Post-2015 Development Agenda" (New York, May 2014) and the Third UNESCO World Forum on Culture and Cultural Industries (Florence, October 2014);
- e) The screening of the films in public events, namely the 10th edition of the Action On Film Festival (<http://www.aoffest.com/>) in California (USA) in August 2014, the launch ceremony of the Creative Economy Report in Spanish in Mexico in November 2014, and on the UN facebook page;
- f) The wide audience outreach of the films in different languages in:
  - Chinese ([http://v.youku.com/v\\_show/id\\_XNzI0NjQ0NzU2.html](http://v.youku.com/v_show/id_XNzI0NjQ0NzU2.html)),
  - German (<https://www.youtube.com/watch?v=yFuE6lnMP8g>)
  - and Portuguese (<http://www.youtube.com/user/unescoportuguese>)in cooperation with external partners, the four German speaking National Commissions and the Brazilian Ministry of Culture;
- g) Features and views on social media platforms, with an average of 200 tweets using hashtags #IFCD#support creativity at each social media operation for the IFCD;
- h) The frequency of visits to the new IFCD website with an average of over 120,000 page views per month since January 2015, with the majority of the website hits received in the "Apply" section mainly from users in Latin America, East Europe and Africa.

36. Since 2013, a total amount of US\$ 245,844 was allocated for the use of the Secretariat to pursue these fundraising and communication activities, of which US\$ 174,500 were dedicated for phase one activities and US\$ 71,434 for phase two. These resources were drawn from the funds allocated for fundraising by the Committee at its fifth ordinary session (December 2011) and from the unassigned funds in the IFCD special account. A report on the use of these funds was provided to the Committee at each of its session (see documents CE/13/7.IGC/7, CE/14/8.IGC/9).

37. The Conference of Parties may wish to adopt the following resolution:

#### **DRAFT RESOLUTION 5.CP 10**

*The Conference of Parties,*

1. *Having examined document CE/15/5.CP/10 and its annexes;*
2. *Takes note of the summary of activities and approaches implemented for the IFCD;*
3. *Acknowledges the work done by the Secretariat to manage the IFCD in an effective manner and ensure its performance in the funding cycles from 2010 to 2015;*
4. *Reiterates the importance of sustainability and need among the criteria to be used for the allocation of funds from the IFCD;*
5. *Recognizes the progress made by the Secretariat on the implementation of the IOS recommendations, in accordance with Decisions 7.IGC 8 and 8.IGC 8, and requests Parties to provide extrabudgetary resources so that the Secretariat may fully implement these recommendations;*

6. *Recognizes the impact made by the Secretariat in increasing the visibility of the IFCD through its fundraising and communications strategy, requests the Committee to continue its work on pursuing the strategy for the IFCD and to identify the resources to be used for this initiative, and invites it to report on that matter at the sixth ordinary session of the Conference of Parties;*
7. *Takes note of the urgency for all stakeholders to raise awareness of the IFCD and requests Parties to actively support and engage in the fundraising activities of the Secretariat and inform the Secretariat of the impact of the fundraising activities held at the national level, which would be reported to the Conference of Parties at its sixth session;*
8. *Encourages Parties to support the IFCD by providing regular voluntary contributions equivalent to at least 1 per cent of their total contribution to UNESCO and requests the Secretariat to send the official letter of appeal on an annual basis;*
9. *Encourages Parties to support the reinforcement of the Secretariat by the appointment of an Associate Expert or a secondee to work on the implementation of the IFCD.*

### ANNEX I: Status of the Implementation of the IOS recommendations

Recommendation	Status of the implementation
<p><b>Recommendation 1:</b> Continue engaging in the Cultural Conventions Liaison Group (CCLG) to harmonize procedures of the various UNESCO Funds, to increase synergies, and to avoid overlaps in focus and funding. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• The Secretary of the Convention participates in regular meetings of the CCLG and the IFCD team participates regularly in the meetings of the sub-working group dedicated to international assistance.</li> </ul>
<p><b>Recommendation 2:</b> Consult with the Administrative Council of the International Fund for the Promotion of Culture to explore potential areas of competition and overlap and devise strategies to avoid these. (IGC)</p>	<ul style="list-style-type: none"> <li>• The IFCD team regularly exchanges and communicates with the Secretariat of the IFPC in order to avoid overlap in the activities of both Funds.</li> </ul>
<p><b>Recommendation 6:</b> Prioritize programmes/projects that, in addition to fulfilling the quality criteria outlined in the Guidelines, also respond to certain strategic considerations. Clearly identify these strategic considerations in line with the specific objectives of the Fund (yet to be developed) and review them on an ongoing basis as the Fund develops. (Suggestions for how to provide more strategic focus when selecting projects to be funded are made in the previous paragraphs.) This is an urgent priority if the IFCD is to continue beyond its pilot phase. (IGC)</p>	<ul style="list-style-type: none"> <li>• Strategic considerations have been integrated in the Guidelines and are currently being implemented in line with the RBM framework.</li> </ul>
<p><b>Recommendation 7:</b> Develop a vision for the future direction of the IFCD and a results framework with short- and long-term objectives, time-frames and indicators. (IGC)</p>	<ul style="list-style-type: none"> <li>• A Results-based Management (RBM) Framework was developed for the IFCD in 2014, in coordination with the IFCD stakeholders, with medium and long term results, short- and long-term objectives, time-frames and indicators.</li> <li>• The RBM Framework has been introduced into the managing mechanisms of the IFCD, including the revised Application Form, Evaluation Form, Application and Pre-selection Guides and the new IFCD website, and has been further introduced on the occasion of the launch of the sixth IFCD call in 2015.</li> <li>• The Secretariat initiated the development of a baseline to gather consistent and comparable data by retrospectively analysing and following up the completed funded projects.</li> </ul>

	<ul style="list-style-type: none"> <li>• The Committee at its 7th and 8th sessions, requested Parties to provide extrabudgetary resources to implement the IOS recommendations, in particular on the RBM framework and the knowledge management platform (Decisions 7.IGC 8 paragraph 4 and 8.IGC 8 paragraph 8).</li> </ul>
<p><b>Recommendation 8:</b> Establish clear resource mobilization targets that are linked to the objectives specified in the results framework. (IGC)</p>	<ul style="list-style-type: none"> <li>• The Committee adopted a fundraising strategy for the IFCD at its 6<sup>th</sup> ordinary session in December 2012. The first phase of the strategy has come to an end as of 30 June 2014 resulting in collecting US\$ 1,060,893.86 of contributions. Funds have been requested for the continuing implementation of its second phase in 2014 and 2015 (Decisions 7.IGC 7 paragraph 4 and 8.IGC 9 paragraph 4).</li> <li>• The Secretariat has been implementing the fundraising strategy through various communication actions, including the preparation of a list of prospective donors from the private sector and the production and distribution of multimedia stories, e-updates and a brochure.</li> <li>• The Committee, acknowledging the lack of sufficient human resources to implement the fundraising strategy as well as the need for skilled human resources with the required expertise in the field of fundraising, requested the Secretariat to seek a professional company specialized in fundraising to implement the strategy (Decision 8.IGC 9 paragraph 5).</li> </ul>
<p><b>Recommendation 12:</b> Work with UNESCO Field Offices to systematically ensure complementarity and synergies between the IFCD-funded projects and other UNESCO work at the country level. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• The IFCD team maintains regular exchange and communication with UNESCO Field Offices to actively involve them in the implementation process and the monitoring of the IFCD-funded projects, so that the complementarity and synergies between the IFCD projects and other UNESCO work at the country level are ensured.</li> </ul>
<p><b>Recommendation 13:</b> Pay particular attention to the sustainability of the projects. This needs to be done in the selection of the projects to be funded, in subsequent monitoring and when reviewing project reports. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• The Committee, at its 8<sup>th</sup> session, invited the Conference of Parties at its 5<sup>th</sup> ordinary session to consider the most appropriate criteria for the allocation of funds from the IFCD, in particular, sustainability and need (Decision 8.IGC 8 paragraph 11).</li> <li>• The Secretariat has integrated indicators related to sustainability into the application, evaluation and reporting forms, which were used for the 6<sup>th</sup> IFCD Call in 2015. Each applicant and project manager are required to describe the measures put in place to ensure that the project's longer term objectives are met, whereas the Panel of Experts examines longer term possibilities, opportunities and challenges when evaluating each project proposal.</li> </ul>
<p><b>Recommendation 15:</b> Make the key achievements / results of projects funded by the IFCD, good practices and lessons learned, available to all stakeholders, so that learning can happen across</p>	<ul style="list-style-type: none"> <li>• The Secretariat regularly updates information pertaining to the projects funded by the IFCD on its website: <a href="http://www.unesco.org/ifcd">http://www.unesco.org/ifcd</a>.</li> </ul>

<p>organizations and countries involved. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• In 2013-2015, the Secretariat produced fifteen issues of the e-update, two editions of the IFCD Brochure and six multimedia stories in English, French and Spanish to communicate major results and impact of the IFCD projects.</li> </ul>
<p><b>Recommendation 16:</b> Complement, under the umbrella of the future knowledge management platform, all web-based knowledge management efforts related to the IFCD and to the Convention with initiatives that solicit stakeholders' active participation in order to make them part of a larger learning community, and also use social media, such as Facebook, Twitter and others for this purpose. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• The Secretariat launched in November 2014 the new IFCD website (<a href="http://www.unesco.org/ifcd">http://www.unesco.org/ifcd</a>), which is one of the building blocks of the Convention's web-based knowledge management system.</li> <li>• In cooperation with the ERI/DPI/WEB unit, social media, such as Facebook and Twitter, have been used to promote main activities, such as the 5<sup>th</sup> and 6<sup>th</sup> calls for funding requests in 2014 and 2015.</li> </ul>
<p><b>Recommendation 19:</b> Disseminate information on future calls for applications through UNESCO Field Offices, National Commissions, 2005 Convention national focal points, and civil society organizations that are observers to the IGC. Encourage all these entities to publish information on the Fund in their countries' languages. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• Information on the 5<sup>th</sup> (2014) and 6<sup>th</sup> (2015) calls for funding requests was disseminated through UNESCO Field Offices, National Commissions, national points of contact of Parties to the Convention and civil society organizations. Following the Secretariat's recommendations to publish the information in the country's language, the information has been duly translated into Chinese and Portuguese in collaboration with IFCD stakeholders.</li> </ul>
<p><b>Recommendation 20:</b> Clarify in the communication to National Commissions and to potential applicants whether National Commissions are allowed to charge any fee for the mailing of applications to the IFCD or for any other services rendered in this context. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• For the 5<sup>th</sup> call for funding requests, a clarification about this matter was included in the letter sent to National Commissions on 30 January 2014.</li> <li>• For the 6<sup>th</sup> call, a new on-line platform for the IFCD application procedure was launched. The issue of mailing fee for applications has been resolved with this new platform, as all applicants have to directly submit their applications on-line and as the pre-selection procedure will be equally conducted on-line by the National Commissions.</li> </ul>
<p><b>Recommendation 22:</b> Designate national/regional focal points in UNESCO Field Offices who can provide information and assistance to applicants during the application process. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• Culture Programme Specialists in relevant UNESCO Field Offices have been designated as focal points for the IFCD to provide information and assistance to applicants as well as National Commissions throughout the application process. The IFCD team maintains regular contact with them and puts them in copy in all correspondence.</li> </ul>
<p><b>Recommendation 23:</b> Provide INGOs with more direction with regard to the support letters that they need to seek from governments. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• The Secretariat continued to assist INGOs with more direct and precise information on the application procedure for INGOS, namely the support letters from governments, for the 5<sup>th</sup> (2014) and 6<sup>th</sup> (2015) calls for funding requests.</li> </ul>

<p><b>Recommendation 26:</b> To avoid the disqualification of some applications for minor technicalities or for the absence of a corresponding assessment by the National Commission, request the missing elements from the National Commission rather than disqualify the project. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• The Secretariat coordinated with National Commissions to avoid such disqualifications for the 5<sup>th</sup> call for funding requests in 2014.</li> <li>• For the 6<sup>th</sup> call in 2015, a new mechanism was established on the IFCD On-line Application Platform to reduce disqualification of some applications due to minor technicalities. The new platform does not allow the submission of applications that have neither accepted the terms of conditions nor signed the application.</li> </ul>
<p><b>Recommendation 28:</b> Convene a joint telephone meeting for all experts once they have completed the assessment of project proposals to discuss their assessments and the reasoning behind them. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• Conference calls with the members of the IFCD Panel of Experts were organized in the framework of the call for funding requests in 2014 and in 2015 after the technical assessment undertaken by the Secretariat. Online discussions also continued throughout the evaluation process.</li> <li>• The Panel of Experts met for the first time at UNESCO Headquarters in Paris in July 2014 to exchange on the evaluation process, the challenges they faced and reach a consensus about the projects to be recommended for funding.</li> </ul>
<p><b>Recommendation 31:</b> Strengthen the capacities of the IFCD Secretariat so that it can undertake all actions required to improve the quality of the work of the IFCD and to ensure its future performance (in line with the recommendations of this evaluation report). (IGC)</p>	<ul style="list-style-type: none"> <li>• Acknowledging the need to strengthen the human resource capacity of the IFCD, the Committee, at its 8th ordinary session (December 2014), strongly encouraged Parties to support the reinforcement of the Secretariat through the appointment of an Associate Expert or a secondee (Decision 8.IGC 8 paragraph 10).</li> </ul>
<p><b>Recommendation 32:</b> Ensure the submission and review of all outstanding contract deliverables for the 2010 IFCD programme cycle, including descriptive reports on project implementation as well as detailed financial reports together with the original supporting documentation for expenditures. (Secretariat)</p>	<ul style="list-style-type: none"> <li>• As of December 2014, all projects of the 2010 funding cycle were completed. Five contracts of the beneficiaries that declared their inability to ensure a successful continuation of their projects (i.e., the Ministry of Culture and Arts, Congo; the National Art Gallery of Namibia, Namibia; the Peruvian National Commission for UNESCO, Peru; and the Tunisian National Commission for UNESCO, Tunisia) have been officially closed.</li> <li>• The Committee has decided to credit back a total amount of US\$ 81,850 to the IFCD, which is the unpaid balance of these contracts from the amount initially allocated to these projects (Decision 8.IGC 8 paragraph 6).</li> </ul>
<p><b>Recommendation 33:</b> Cost recovery: Recover all direct administrative, monitoring and coordination costs borne by UNESCO's regular budget, including staff costs, from the IFCD. (Secretariat / IGC)</p>	<ul style="list-style-type: none"> <li>• Following Decision 7.IGC 9 paragraph 6, the Secretariat submitted a cost-recovery policy based on the same principles as the other Culture Conventions to the Committee during its 8<sup>th</sup> ordinary session (December 2014).</li> <li>• In response, the Committee has requested the Secretariat to apply UNESCO's cost recovery policy consistently on the management of the projects when using the resources of the IFCD (Decision 8.IGC 5a paragraph 12) and to provide, at its 9<sup>th</sup> ordinary session, information on the cost recovery reattributed to the Secretariat of the Convention (Decision 8.IGC 10 paragraph 6).</li> </ul>

## ANNEX II: IFCD Results-based Management Framework

