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Item 6 of the provisional agenda: Alternatives for fundraising for the
International Fund for Cultural Diversity

ADDENDUM

As noted in document CE/09/2.EXT.IGC/208/6, this addendum contains the minutes of the exchange session "Fundraising: challenges and opportunities", held at UNESCO Headquarters on 5 March 2009, as well as a summary of the main points raised by this very preliminary exchange

A. Minutes Exchange session: Fundraising: Challenges and Opportunities, Thursday 5 March 2009

The meeting entitled “Fundraising: Challenges and Opportunities” was held at UNESCO Headquarters in Paris on 5 March 2009. **Ms Rivière**, Assistant Director-General for Culture, opened the meeting by recalling its purpose: to hold an initial exchange of views on the mechanisms to be set in place in order to increase the resources of the International Fund for Cultural Diversity (IFDC, hereinafter “the Fund”) and to enable the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter “the Committee”) to define a fundraising strategy for the Fund.

The Assistant Director-General for Culture said that the speakers would present varied experiences. She regretted the absence of the representative of UNITAID, who had been invited to present the innovative fundraising mechanism set up by that organization (a tax on air travel tickets).

Ms Catherine Goudé, Deputy Director for Development of UNICEF France, presented the work of the French Committee for UNICEF. She began with the figures: 60 employees and 5,000 volunteers (70 *département* committees), and 600,000 donors (100,000 regular donors and 500,000 occasional donors). She emphasized that despite the crisis, €60 million had been raised in 2008, because in France the cause of the child was very well-supported and took second place only to medical research. She added that for the current year the objective was to increase the number of donors by 100,000 and to increase fundraising by 2%.

She said that the fundraising strategy was decided by each national committee in coordination with UNICEF International to ensure messages remained consistent. She explained that UNICEF raised funds both directly and indirectly through sales of products (greeting cards, UNICEF gifts). It also relied on a network of volunteers whose task was two-fold: to raise funds, and to raise awareness. That network guaranteed a presence on the ground and enabled a very specific message to be articulated. Additionally, publicity campaigns among the target populations benefited from supplementary networks such as business and schools. Further, it was essential to think about marketing and communication in view of the need to adapt to change. The French Committee for UNICEF had a budget (20% of the 30% not transferred to UNICEF International) that allows the use of professional services. The UNICEF representative highlighted the relationship with the donor, which must be kept at the heart of the information system. The concept of donor/actor required the greatest transparency and traceability, as that enabled actions to be assessed and provided a means of comparison with other associations. In conclusion, she said that maintaining donor loyalty was essential to secure sustainable income, and that UNICEF targets all age-groups (from the small child to the young mother and the pensioner).

The delegations of **Brazil, Senegal, Germany**, the **Czech Republic** and **India** intervened in the debate on certain aspects, notably the Organization’s budget, the importance of marketing and the proportional share-out with UNICEF International. **Brazil** emphasized the importance of providing the Fund with substantial amounts to enable a strong cultural sector to be developed in developing countries, as well as the need for innovative mechanisms for fundraising to make this possible.

Ms Catherine Ferrant, Delegate of the TOTAL Foundation, France's largest corporate foundation (annual budget of €12-13 million), said that the work of a foundation such as TOTAL's was of public interest and was the counterpart to a fiscal benefit instituted under the law on corporate patronage. In her view the mission of a corporate foundation was to forge a link through funding and to offer partners expertise including steering committees, benchmarks, quantified objectives and very clear reporting. She emphasized the importance of credible projects and the ability to choose (to say no). For that it was essential to involve external administrators and partners functioning as intermediaries able to filter projects. She said that TOTAL had a policy of sustained partnerships, lasting on average five years, and that, as UNICEF had already emphasized, financial transparency was essential: the ability to follow the application of funds through to the end and to ensure their appropriate use.

The delegations of **Canada, Senegal, Brazil** and **Guatemala** spoke in the ensuing debate. **Canada** and **Senegal** asked the TOTAL representative about the scale of the projects, how they were chosen and work abroad (carried out by Foundation partners such as the Louvre Museum and the Institut du Monde Arabe). In response to a very specific question from **Brazil** as to whether the TOTAL Foundation might contribute to the Fund, and to its observation about a very classical approach to culture, **Ms Ferrant** clearly stated TOTAL's preference for specific actions that did not involve multicultural or multinational mechanisms, and confirmed that all foundations reflected the culture of their enterprises. If a classical approach is advocated it echoes the culture of TOTAL. **Guatemala** proposed to encourage the adoption of a "model" law on patronage.

Mr Nicolas Bailly, representative of the website touscoprod.com, presented the very new experience of a website that raised small sums (minimum €10) from private individuals to finance film production. He said the aim of the site was two-fold: to finance films and to create a community of investors who would act as advocates for the film, thereby raising the profile of low-budget films (maximum €150,000). The site offered a range of services that aimed to bring individuals close to the film they were financing (to appear in the role of an extra in a film, presence at shoots, and so on), making them the ideal promoters for the films (as they were promoting something that belonged to them). He also emphasized that communication and marketing policies were essential and that various techniques were used: conventional media, blogs, viral marketing and leaflets, but also the projects themselves (posting the film shoots on the site). The donor/actor approach was important with the provision of a media promotion kit customized with the Internet user's name. Finally he gave a few figures: six persons worked full-time on the site (content only, the technical part was outsourced) and 11 had been employed during the year before the site opened: 20% of the funds raised was used to maintain the site.

The delegations of **Spain, Brazil, Guatemala** and **the Libyan Arab Jamahiriya** spoke next. **Spain** asked for details about the funding, thus providing an opportunity for the touscoprod representative to explain that they select films produced by a producer who had secured at least 80% of the budget. **Brazil** emphasized the importance of innovation in the quest for funding with examples such as that of UNITAID, and **Guatemala** to reflect upon as to how the phenomenon of mass tourism should be used in fundraising (levying taxes and so on).

The Committee Chairperson, **Ms Véra Lacoëuilhe**, emphasized that fundraising for the Convention was a real challenge, given that contributions to the Fund were voluntary and the needs very high. She said that fundraising would have to take place at various levels, national and international, and that each Party to the Convention should have to define a national strategy with a set of mechanisms, in particular by providing a supportive legal framework, and by conducting a policy of awareness-raising towards the various stakeholders involved (public authorities, civil society and artists). At the international level, she emphasized that thought must

be given to UNESCO's role and that the elements of an effective fundraising campaign that the three speakers had emphasized – (i) a clear definition of the message to be conveyed, the image to be given and the cause to be defended, (ii) sustainability of income, and (iii) a real communication and marketing policy run by professionals – must be present. She concluded her speech with an appeal for fresh ideas and creativity in fundraising.

Ms Rivière closed the meeting by emphasizing the importance of the broadest possible ongoing reflection in order to find innovative solutions to raise the funds needed to get the Fund started and thus to meet the expectations it raises.

B. Preliminary conclusions

The meeting held on the 5 March does not prejudice the continuation of discussions on the innovative fundraising mechanisms at the Conference of Parties at forthcoming meetings of the Committee and at the national level. It can be considered an important stage in the process. It highlighted, in anticipation of the preparation of a strategic framework, the following ideas that might be examined in this preliminary debate.

- (I) complementarity between national and international approaches implies that the strategy used at the international level can also be used at the national level and be supplemented by activities undertaken by each Party, in particular through the establishment of an appropriate legal framework;
- (II) “cause” of the diversity of cultural expressions should be presented in the form of a clear and specific message that reflects the values of the Convention and can be disseminated to the most diverse audience possible, from youth to retirees, nationally and internationally. This message will be one of the tools used to sensitize, inform and educate a wide public;
- (III) as the main goal is to reach small donors and secure their loyalty, information and communication strategies must be designed to create lasting relationships of trust with them by providing them with precise criteria for appraising the relevance of the use made of the funds and the results obtained;
- (IV) to that end, the fundraising mechanisms should provide for precise management and reporting instruments (quantitative targets and indicators). Transparency and traceability of donations are therefore crucial if a fundraising strategy is to be credible;
- (V) as the concept of donor/actor underpins the new relationship with the body responsible for the fundraising, donors must be involved in and associated with networks that enable them in turn to raise funds, monitor implementation and evaluate activities carried out;
- (VI) communication and marketing policies must therefore be implemented by professionals and involve the use of both the traditional and innovative media, depending on the target donor groups, with emphasis on clear and specific messages.