



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

7 CP

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

Seventh Session
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Item 9 of the provisional agenda: Secretariat's report on the International Fund for Cultural Diversity (IFCD) and its fundraising strategy

This document contains the Secretariat's report on the implementation of the International Fund for Cultural Diversity (IFDC) during the period 2017-2019.

Decision required: paragraph 42

1. This document presents the results achieved and the challenges faced by the Secretariat in the implementation of the International Fund for Cultural Diversity (hereafter referred to as “the IFCD”) during the period 2017-2019. It contains information on the projects funded, trends resulting from the last two calls for funding, the main results of the fundraising and communication strategy and the results of the second external evaluation. Finally, it presents revisions to the Financial Regulations of the IFCD, the challenges to be met and next steps.
2. The IFCD is a voluntary fund established under Article 18 of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (hereafter “the Convention”). Its objective is to strengthen international cooperation and assistance for the implementation of the Convention by promoting the emergence of dynamic cultural sectors in developing countries that are Parties to the Convention.
3. The IFCD’s programme of activities is based on:
 - the revised guidelines on the use of the resources established for the IFCD;
 - the performance indicators and targets adopted in the UNESCO Programme and Budget (39 C/5), Major Programme IV, Main Line of Action 2, Expected Result 7 on the implementation of the Convention;
 - the Monitoring Framework to monitor the implementation of the Convention;
 - the relevant decisions and resolutions of the governing bodies;
 - the 2030 Agenda for Sustainable Development.

I. Funded projects

4. In the last two rounds of funding, 15 projects were approved for funding by the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions (hereafter “the Committee”). Of those 15 projects, four Parties received assistance from the IFCD for the first time: Albania, Antigua and Barbuda, the Democratic Republic of the Congo (DRC) and Rwanda. Furthermore, two projects facilitating cooperation among six countries of the Caribbean region and six countries in Latin America were funded.
5. Since 2010, 105 projects have been funded in 54 developing and least developed countries, for a total amount of more than \$7 million.
6. Annex I provides statistics on the projects financed since 2010. It shows that the projects funded:
 - relate to different sectors of the cultural and creative industries. The majority of projects funded relate to music (22%), then cinema (20%), performing arts (19%), visual arts (13%), books and publishing (13%), design (9%) and digital arts (4%);
 - have an impact on the development of the cultural and creative industries. This is achieved through capacity-building activities (66%) for stakeholders involved in different stages of the cultural value chain, and through activities to strengthen the governance of culture and the implementation of policies (34%).
7. Annex I indicates that within the framework of the IFCD:
 - 10,121 people received training, of which 22% were members of civil society and 12% were public officials. Artists, cultural professionals, and others accounted for 66% of trained participants. Training activities covered subjects such as the development of cultural

strategies and policies, the participation of civil society in governance, project management and marketing ;

- 16 recommendations for the development of cultural policies and six strategies have been produced. In addition, four cultural policies were developed (Grenada, Jamaica, Serbia and Zimbabwe). It should be noted that the adoption of a policy is independent of the project initiator and falls within the remit of public authorities.

8. Following the Committee's decision at its twelfth session ([Decision 12.IGC 6](#)), an independent evaluation of the funded projects will be carried out in 2019 in order to build a knowledge base on the projects and learn from the different experiences. The results of the evaluation will be presented to the Committee at its thirteenth session in February 2020.

II. Calls for applications for funding

9. Annex II presents key elements concerning the process of the last two rounds of IFCD project funding. Some observations can be made, for example:

- the number of funding requests increased from 227 in 2017 to 273 in 2018, representing a 20% increase. At the regional level, the percentage of the number of countries that submitted applications to the IFCD increased in almost all regions, namely: 67% in Asia and the Pacific, 50% in Africa, 20% in the Arab States and 19% in Latin America and the Caribbean. However, a 9% reduction has been observed in the region of Eastern Europe. These figures show that the work undertaken by the Secretariat to ensure the Fund's visibility among potential beneficiaries is producing positive results. The data also makes it possible to assess the relevance of the IFCD and the needs and expectations of potential beneficiaries in eligible Parties;
- the number of requests pre-selected by National Commissions increased from 58 in 2017 to 83 in 2018, representing a 43% increase;
- with regard to the National Commissions that participated in the pre-selection procedures, there was an increase in Latin America and the Caribbean (50%), Africa (44%) and Eastern Europe (29%). In the Asia and the Pacific and Arab States regions, the participation of National Commissions remains unchanged;
- the number of eligible applications following the Secretariat's technical evaluation increased from 26 in 2017 to 39 in 2018, representing a 50% increase. This figure shows an improvement in the quality of submissions;
- the number of requests approved by the Committee increased from seven in 2017 to eight in 2018. The number of projects approved depends on the amount of voluntary contributions made by Parties.

10. To recall, the evaluation of eligible funding requests is undertaken by an independent Panel of Experts nominated by the Committee. The 2017 funding cycle was undertaken by a newly composed six-member Panel of Experts, approved by the Committee at its eleventh session ([Decision 11.IGC.7a](#)) in accordance with the revised Guidelines (paragraph 16). Half of the current members were reappointed for a further two-year term to ensure continuity, and three new members, from a community of experts in the fields of cultural policies, cultural and creative industries, and culture and development, were appointed for four years. Four new alternate experts were also appointed in the event that one of the experts is unable to carry out his/her functions for the full duration of his/her mandate.

11. In compliance with paragraph 16.3 of the Guidelines, the Secretariat convened the members of the Panel of Experts at UNESCO Headquarters in Paris on 18 and 19 July 2018. This meeting provided an opportunity to review the project evaluation procedures by examining the current criteria, and to

assess the projects' expected impact at the local level. At the meeting, work was also done to improve the resources developed by the Secretariat, such as the application forms and guides.

12. The summary by region presented in Annex II also illustrates the usefulness and need for capacity building among funding applicants and National Commissions, particularly in the Arab States, in order to increase the number of applicants submitting projects and participating in the IFCD pre-selection process.
13. Aware of these challenges, the Secretariat has developed presentations on the application and pre-selection process. The presentations were made available to various field offices which organized national and regional workshops to help project leaders better design and present their projects in accordance with the objectives of the Convention (Ramallah, March 2018; Maputo, August 2018; Cairo, February 2019; Libreville and Rabat, March 2019; Abuja, May 2019). The impact of the training, particularly that of Ramallah, is undeniable with one project approved by the Committee in December 2018 and a project selected within the framework of the UNESCO|Sabrina Ho initiative "You Are Next: Empowering Creative Women" (DCE/19/7.CP/INF.6).
14. In addition, the Secretariat organized training sessions for potential beneficiaries and National Commissions. In December 2018, an information meeting on the IFCD targeting National Commissions was held in Paris during the Committee's twelfth session to inform them about the pre-selection procedures. In addition, in February 2019, training on the IFCD application procedure was organized during the Pan-African Film and Television Festival of Ouagadougou (FESPACO) in Burkina Faso.
15. On 14 February 2019, the tenth call for funding applications was launched on the websites of the Convention and the Culture Sector, as well as on Facebook, Twitter and LinkedIn. Since the launch, traffic on the Convention pages has tripled, representing 68,525 views, which demonstrates the interest generated by the Fund. The closing date for the submission of requests is 13 June 2019.

III. Fundraising and communication strategy

Results of the fundraising and communication strategy

16. The five-year fundraising and communication strategy was adopted by the Committee at its sixth session, in 2012 ([Decision 6.IGC 6](#), paragraph 3). The table below presents the results of the strategy.

Phase	Period	Main objective	Estimated cost of activities * (US\$)	Budget approved by IGC (US\$)	Funding target (US\$)	Funds raised (US\$)
1	January 2013 - June 2014	Expand the support base among governments	399,500	174,500	1,434,875	1,060,894.86
2	July 2014 - June 2016	Outreach to external donors; secure partnerships with private sector and high-net-worth individuals	457,125	95,124	4,391,367	1,340 578.77

3	July 2016- December 2017	Receive regular support from 50% of Parties and develop six key partnerships with the private sector, which will represent 30% of IFCD resources	351,625	80,125	5,070,218	1,238,812.77
Total			1,208,250	349,749	10,896.460	3,640,286.40

* Excluding staff costs

17. The table above shows mixed results. The cumulative figures for the three phases (January 2013-December 2017) show that 33% of the target amount was raised. However, only 25% of the estimated budget for the implementation of the strategy was approved by the Committee.
18. A study of the results of the communication and fundraising strategy revealed the following:
- upstream communication related to the launch of calls for funding requests had a favourable impact, as the number of projects submitted rose by 20%;
 - communication regarding the projects financed by the IFCD should be strengthened so that greater visibility is given not only to the projects themselves, but also to the impact of IFCD funding on the cultural and creative industries, within the framework of the Convention;
 - efforts should be made to ensure the diversity of target groups and to establish a new approach focusing on the private sector and philanthropic organizations.
19. In terms of partnerships with the private sector, a strategic partnership was established in November 2017 between UNESCO and Sabrina Ho, a young cultural entrepreneur and philanthropist.¹ With an initial contribution of \$1 million, the UNESCO|Sabrina Ho initiative “You Are Next: Empowering Creative Women” was designed to promote gender equality in the digital creative industry (DCE/19/7.CP/INF.6).
20. Since 2018, the Secretariat has continued to:
- publish articles on the Convention’s website on project impact following interviews with project initiators, partners and beneficiaries;
 - develop an annual communication tool presenting the results of the latest funded projects. The purpose of this tool is to demonstrate how IFCD investments contribute to the achievement of the United Nations Sustainable Development Goals. This activity was highlighted in the latest report of the Multilateral Organizations Performance Assessment Network (MOPAN).
21. Following the decision of the Committee at its twelfth session ([Decision 12.IGC 6](#)), a new fundraising and communication strategy will be developed in 2019. The new strategy will be submitted to the Committee for consideration at its thirteenth session in February 2020.

Voluntary contributions made by the Parties

¹ Sabrina Ho, following her studies in arts at the University of Hong Kong and the completion of her MBA in Switzerland, founded Chiu Yeng Culture Limited in 2015, a company dedicated to promoting young artists in Macao. She has been actively involved at the community level to support the emergence of the region’s cultural scene. She is a member of the Youth Committee of the Macao (China) Chamber of Commerce and Committee Chairman of the non-profit organisation, Boao Youth Forum for Asia.

22. Since the establishment of the Special Account for the IFCD in 2008, the total cumulative contributions received have reached over \$10 million. With regard to donors, 72 Parties have made at least one contribution to the IFCD and 36 Parties have contributed at least three times.
23. While the data shows that 49% of the Parties contribute to the IFCD, most contributions are irregular and the Fund still faces considerable challenges in order to receive regular financial support from at least half of the Parties. Annex III provides an overview of contributions since 2007.
 - 2017: 39 Parties contributed a total of \$855,567.47
 - 2018: 38 Parties contributed a total of \$862,696.68
24. To strengthen the Fund's donor base, in 2017 and 2018, the Director-General issued an annual call for contributions from the Parties. This was done by means of a letter encouraging support for the IFCD through regular voluntary contributions equivalent to at least 1% of the Parties' annual contributions to UNESCO's regular budget.
25. Given their disparate capacities and financial resources, the efforts made by the various Parties from developing countries, are to be welcomed. However, Recommendations 16 and 19 of the second external evaluation of the IFCD carried out in 2017 suggest that a more targeted fundraising strategy be adapted to the realities of each Party (DCE/19/7.CP/INF.9a). The objective would not be limited to ensuring that 50% of the Parties give to the Fund, but to ensure that contributions are made on a regular basis.
26. Because the IFCD is dependent on the voluntary contributions of the Parties, it is important that Parties take action. If all Parties to the Convention paid their annual voluntary contribution equivalent to at least 1% of their assessed contribution to UNESCO's regular budget, it would represent \$2,057,936 in 2019, an amount that would enable funding for twice as many projects.

IV. Recommendations of the second external evaluation of the IFCD

27. Article 22 of the revised Guidelines on the use of IFCD resources states that an evaluation of the Fund shall be carried out every five years; the first evaluation was conducted by the UNESCO Internal Oversight Service (IOS) in 2012 and the Committee adopted 30 out of 35 proposed recommendations at its sixth session. All recommendations have since been implemented.
28. The second evaluation was carried out in 2017 and its results were presented to the Committee in 2017 at its eleventh session. After considering the report of the second external evaluation (DCE/19/7.CP/INF.9a) and the report on the impact of the proposed recommendations (DCE/19/7.CP/INF.9b), the Committee adopted 17 of the 21 recommendations at its twelfth session (Annex IV).
29. Of the 17 recommendations, seven have been identified as priority, given their strategic importance for the future success of the IFCD, namely:
 - Recommendation 8: to conduct a human resource analysis of the Secretariat with a view to meeting the needs of the IFCD and strengthening the Secretariat;
 - Recommendation 12: to make resources available so that the Secretariat can take bold steps for the IFCD to become a "learning-driven fund";
 - Recommendation 13: to conduct random independent evaluations of IFCD projects in order to build a knowledge base on the projects and extract lessons from the different experiences;

- Recommendation 16: to review the current Committee’s fundraising strategy to ensure that it dedicates more attention to the contributions of Parties and their engagement in a more tailored manner;
- Recommendation 17: to work towards meeting the target contribution of 1% (Art.18.3 and 18.7) to strengthen the sustainability of the Fund and overturn the static trend of the last five years;
- Recommendations 18 and 20: to strengthen the IFCD’s fundraising strategy by incorporating an analytical dimension that ensures an explicit connection between communication products and concrete fundraising targets as well as to strengthen the use of communication materials on the IFCD.

30. The other recommendations to be implemented by the Secretariat in the short term are as follows:

- to continue strengthening the capacity of National Commissions in the pre-selection procedure. Until extrabudgetary resources are available to develop a comprehensive programme, the Secretariat could organize a training workshop for National Commissions at their annual meeting at UNESCO Headquarters (Recommendation 9);
- to review the communication processes with field offices and continue to work with them to provide assistance to potential candidates in the design of their projects, particularly in countries with low application rates (Recommendations 10 and 11);
- to add a one-day module on the IFCD to the Convention’s capacity-building programme and produce new learning materials such as a training video explaining the application process (Recommendation 11);
- to conduct a rapid review of the working methods of other donors to cultural projects in order to identify good practices that could strengthen the IFCD (Recommendation 12);
- pending availability of resources, to organize regional or international events every two or four years to facilitate peer learning and networking among IFCD project beneficiaries (Recommendation 14);
- upscale gender transformative actions including introducing gender disaggregated indicators in monitoring and evaluation tools, developing a gender knowledge pack for applicants and the Panel of Experts and including a session on gender in the induction meeting with new members of the Panel of Experts (Recommendation 15);
- conduct a survey of Parties on their motivations and difficulties in contributing to the IFCD and present the results to the Committee at its thirteenth session (Recommendation 16);
- revise project submission forms to include indicators on the experience and capacities of applicants in project implementation (Recommendation 21).

31. At the Committee’s twelfth session, members expressed support for the recommendations while stressing that the costs of their implementation could have an impact on the number of projects funded. For this reason, the Committee members encouraged Parties to contribute to the IFCD to the extent of their resources, in order to support a greater number of projects, while implementing the recommendations of the evaluation.

32. In addition, the Committee decided to allocate \$117,000 for 2019 for the implementation of the recommendations identified as priorities and mentioned in paragraph 29.

33. The results of the implementation of these recommendations will be presented to the Committee at its thirteenth session, in February 2020.

V. Revisions to the Financial Regulations of the IFCD

34. In accordance with 201 EX/Decision 24.I of the Executive Board and paragraph 11 (a) of document 201 EX/24, concerning the Financial Regulations of Special Accounts, Annex V contains the draft revision of the Financial Regulations of the International Fund for Cultural Diversity, approved in 2009 by the Conference of Parties, which has been submitted to the Committee. For Special Accounts with governing bodies, the Executive Board requested the Director-General to consult the relevant governing bodies to realign the different Financial Regulations of the Special Accounts with the new standard Financial Regulations, as approved at the 200th session of the Executive Board. The table in Annex V shows the changes proposed in order to ensure compliance with the new standard adopted by the Executive Board.
35. These changes include two new articles. Article 4 concerns governance and Article 9 concerns the narrative and financial reports to be submitted to the governing bodies. These two new articles ensure greater transparency in the financial management of the IFCD. In addition, amendments were made to Article 2 (financial period) and Article 6 (expenditure). In accordance with the Organization's integrated budget cycle, the two articles stipulate a financial period of two consecutive years for budget estimates and for the appropriation of resources. At its thirteenth session, the Committee will thus be called upon to approve the next draft budget for two consecutive years, namely 2020-2021.
36. The Conference of Parties is invited at this session to approve the draft revision of the Financial Regulations applicable to the IFCD Special Account, adopted by the Committee at its twelfth session ([Decision 12.IGC 5b](#)) as presented in Annex V. It will then be transmitted for information to the Executive Board at its 207th session (autumn 2019).

VI. Challenges and next steps

37. Although the IFCD is increasingly recognized as an important international cooperation tool for the promotion of dynamic cultural sectors in developing countries, it still faces challenges that risk compromising its effectiveness and its future outcomes. The main challenges are as follows: (i) the achievement of a consistent level of funding to respond to the high number of funding requests; (ii) the lack of human resources to monitor and evaluate the projects financed by the IFCD and implement its fundraising and communication strategy; (iii) the transformation of the IFCD into a "learning-driven fund."
38. Today, on average, only 2% of projects submitted are approved for funding. In order to strengthen the visibility of the IFCD, particularly among potential donors and private sector partners, and to ensure the necessary resources to increase the number of projects funded, a new fundraising and communication strategy is being developed.
39. The second external evaluation of the IFCD recommended that a human resources analysis of the Secretariat be conducted. The implementation of this recommendation will make it possible to identify the human and financial resources required to monitor projects and implement the fundraising strategy.
40. The evaluation also highlighted the need to introduce measures for the IFCD to become a "learning-driven fund." To this end, the Secretariat will work with a company specialized in project monitoring to refine the results-based management framework and to set up a regular evaluation system for funded projects. This work is the first step in identifying lessons and good practices that will enable the construction of a knowledge base and demonstrate the impact of IFCD investments. Once the framework has been established and information and lessons from the evaluations are available to the Secretariat, the next step will be to make this information available to the public through the Convention's Knowledge Management System.

41. The implementation of the recommendations adopted by the Committee and the development of new tools to enhance the impact of the IFCD will require a revision of the Guidelines on the use of IFCD resources in order to adapt them to the new context.

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

DRAFT RESOLUTION 7.CP 9

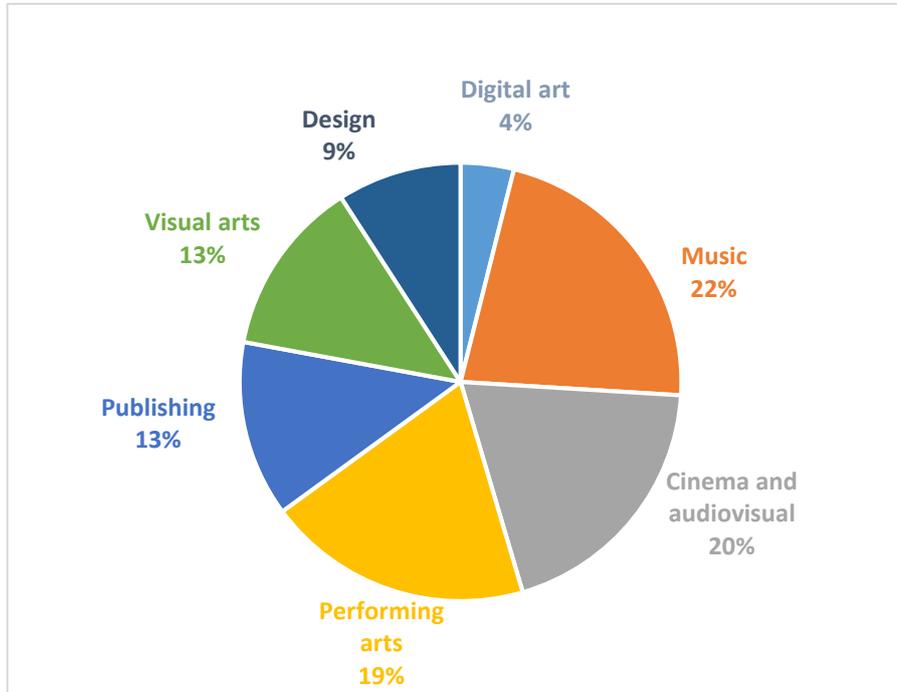
The Conference of Parties,

1. *Having examined Document DCE/19/7.CP/9 and its Annexes;*
2. *Takes note of the Secretariat's report on the implementation of the International Fund for Cultural Diversity (IFCD) for the 2017-2019 period;*
3. *Acknowledges the efforts of the Secretariat in the implementation of the IFCD and the results of the projects funded;*
4. *Requests Parties to make available to the Secretariat the necessary resources for the establishment of capacity-building programmes and project monitoring and evaluation activities, and invites the Secretariat to submit a report to it on this subject at its eighth session;*
5. *Requests the Committee to review the guidelines on Article 18, "International Fund for Cultural Diversity," and to submit the results of its review to the Conference of Parties at its eighth session;*
6. *Takes note of the urgent need for all stakeholders to contribute to the IFCD, and requests Parties to actively support and engage in communication and fundraising activities at the national level;*
7. *Encourages Parties to support the IFCD by providing regular voluntary contributions equivalent to at least 1% of their total assessed contribution to the regular budget of UNESCO, and requests the Secretariat to send an official letter of appeal on an annual basis;*
8. *Approves the proposed revised Financial Regulations of the Special Account for the IFCD as annexed to this resolution.*

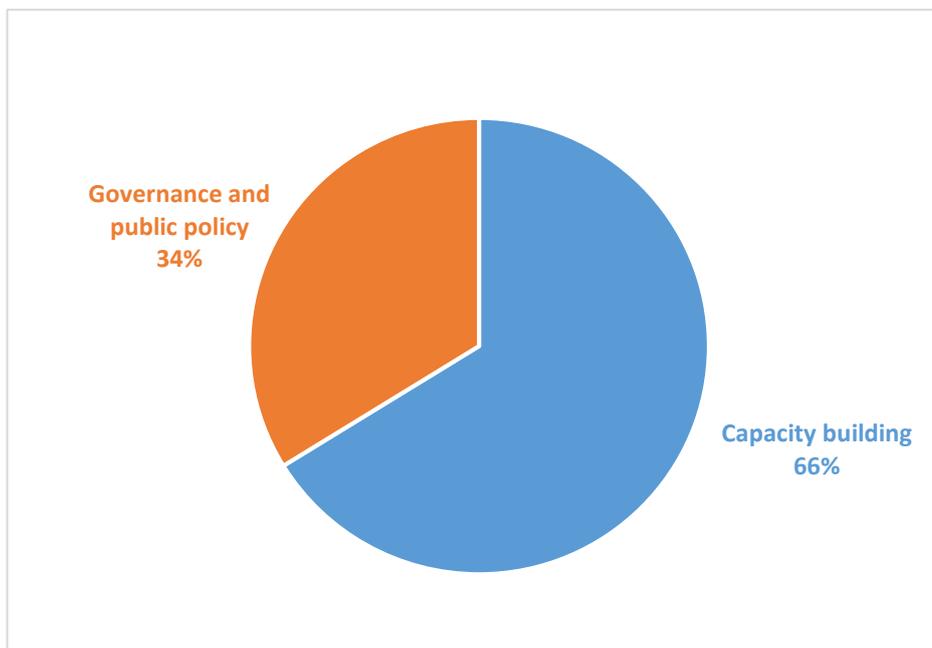
ANNEX I

Statistics on projects funded from 2010 to 2019

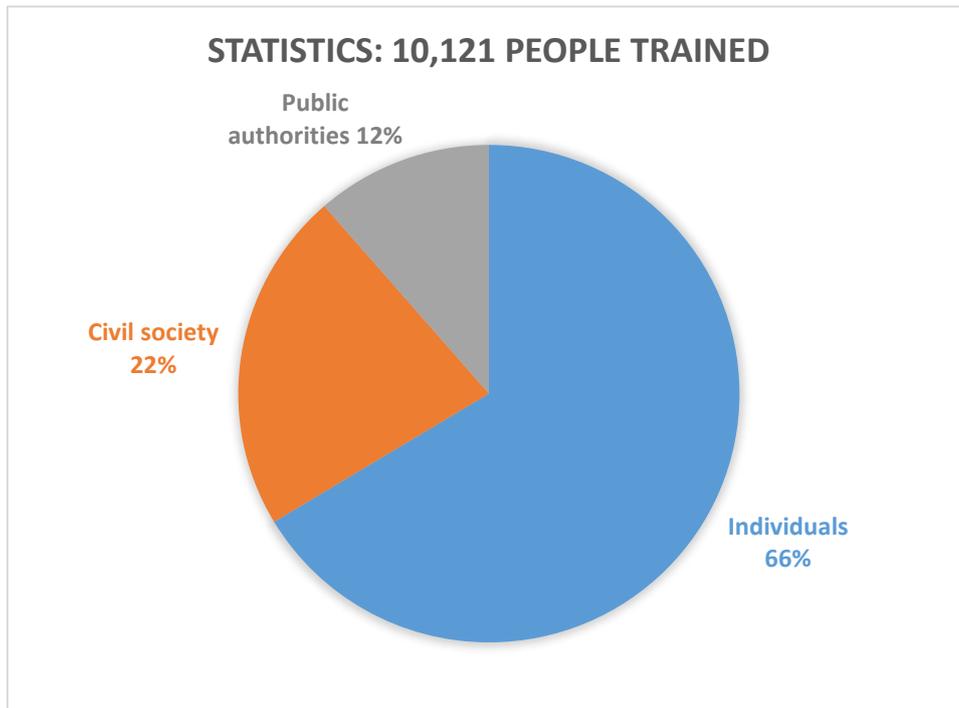
Percentage of projects funded per discipline



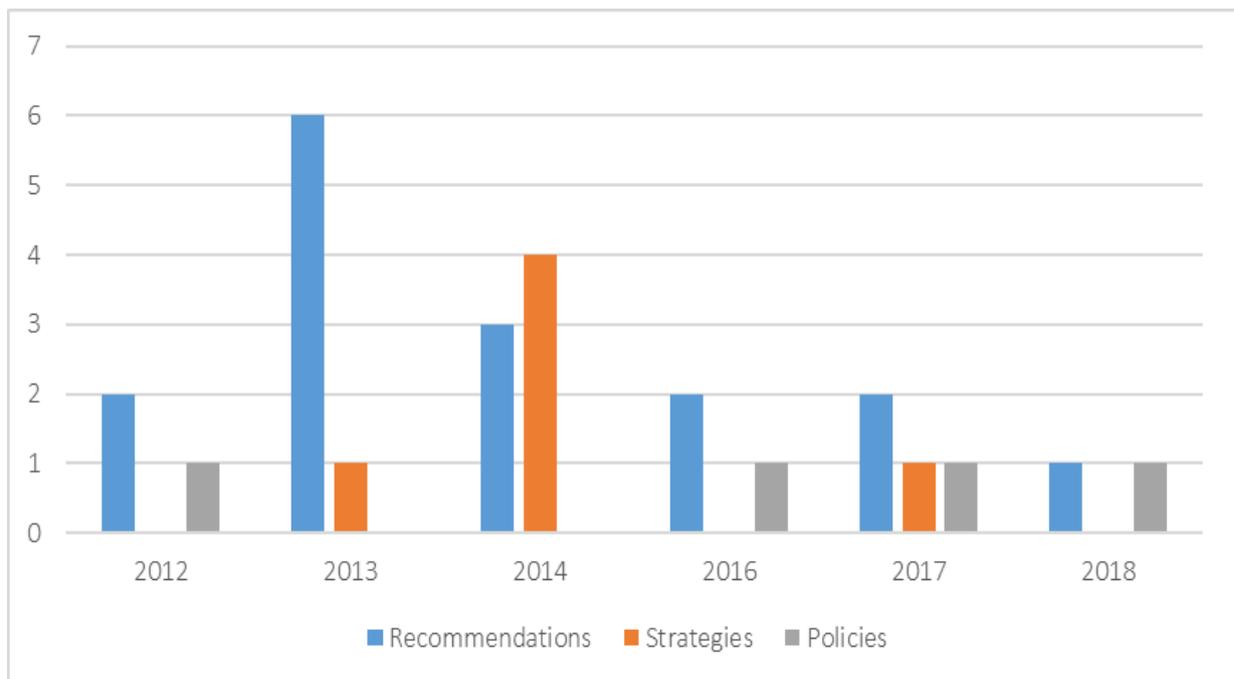
Percentage of projects funded per impact



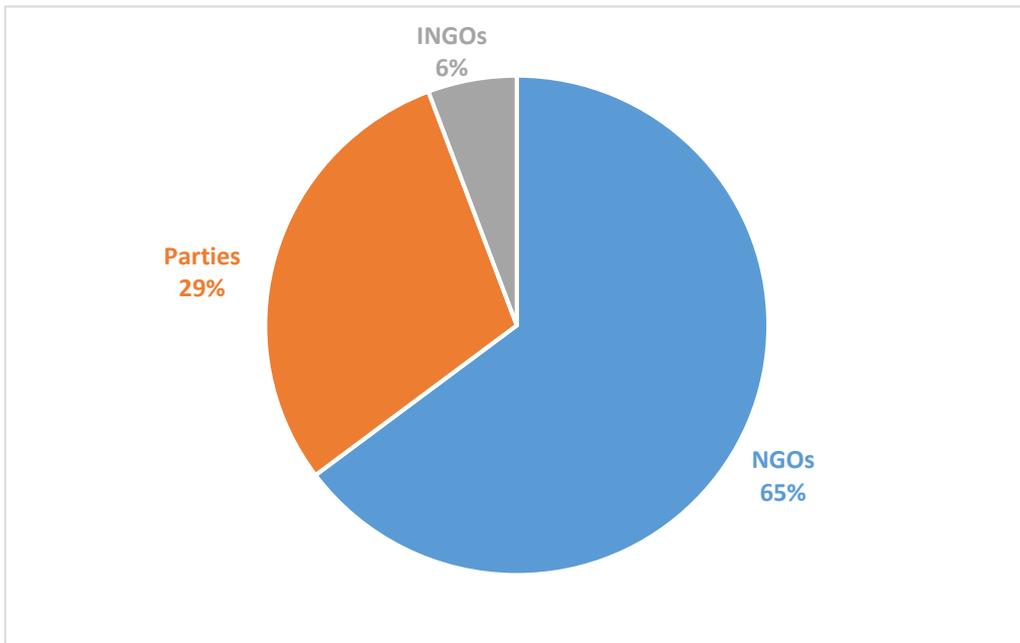
Profiles of participants in capacity-building programmes



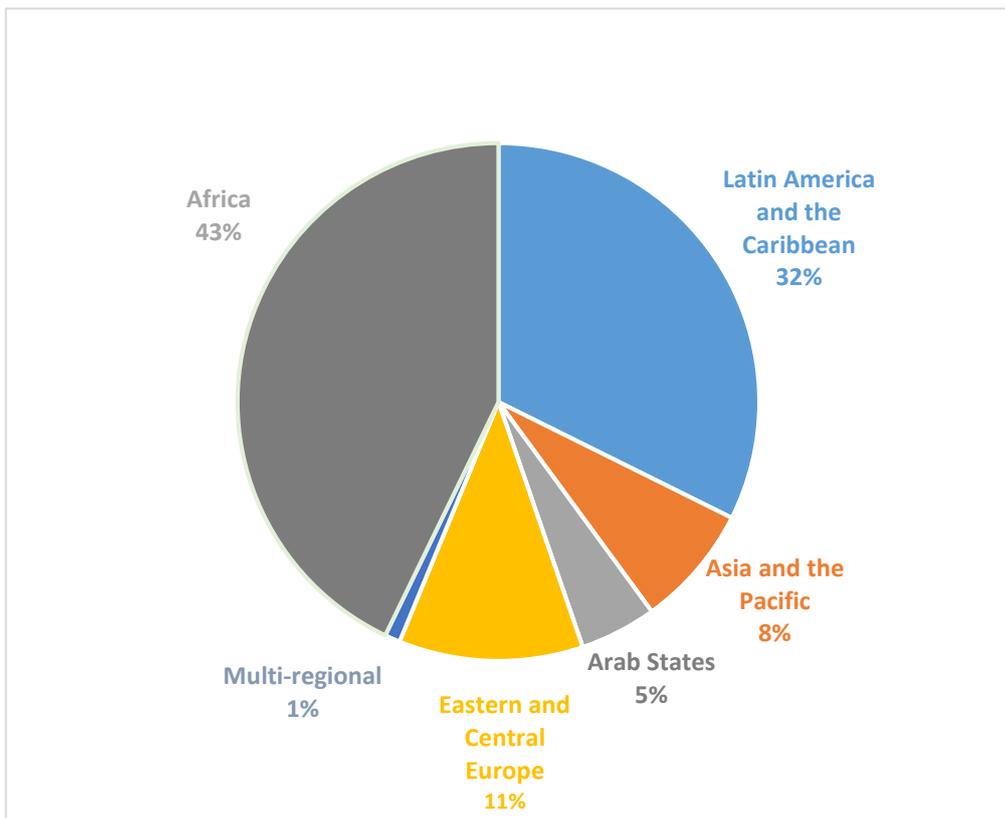
Number of strategic documents for the development and implementation of cultural policies



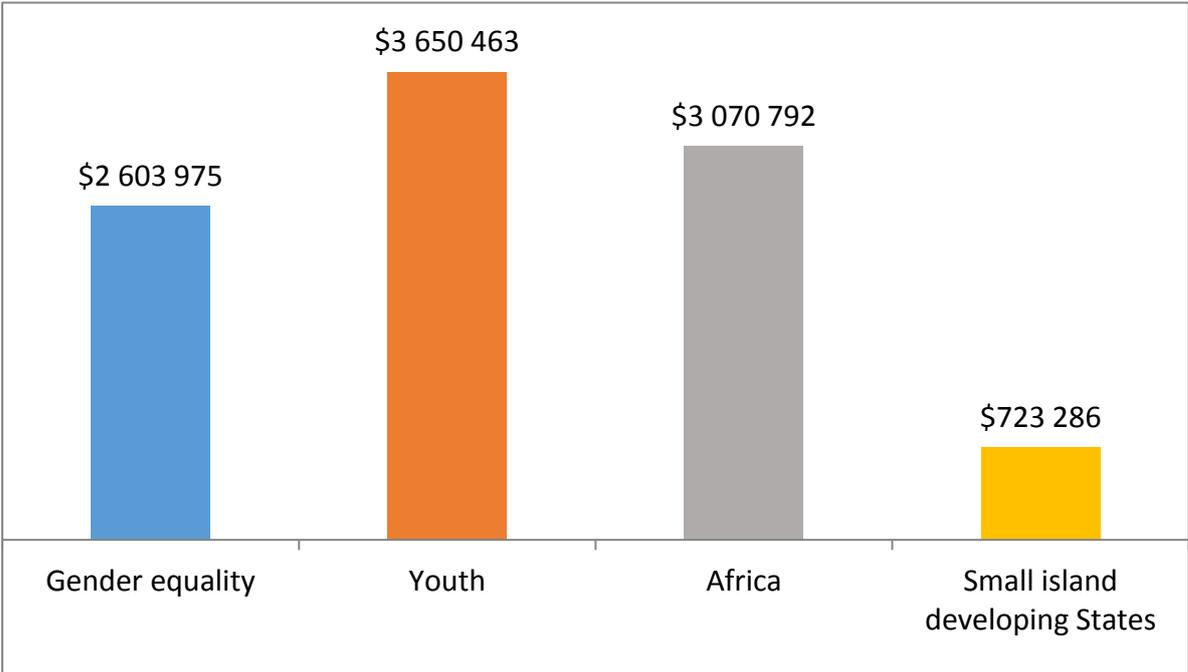
Percentage of projects funded per type of beneficiary



Percentage of projects funded per region



Funding of projects by UNESCO priority and theme



ANNEX II

Data comparing requests from the last two funding cycles

	2017	2018	
Number of projects submitted	227	273	+20%
Number of pre-selected projects	58	83	+43%
Number of eligible projects	26	39	+ 50%
Number of projects recommended for funding	7	8	+1

Summary by region

		2017	2018	
Africa	Eligible countries having submitted projects	20	30	+50%
	National Commissions having participated in the pre-selection process	16	23	+44%
	Number of countries whose projects were recommended by the Panel of Experts	1	2	+1
Asia and the Pacific	Eligible countries having submitted projects	6	10	+67%
	National Commissions having participated in the pre-selection process	5	5	=
	Number of countries whose projects were recommended by the Panel of Experts	0	1	+ 1
Arab States	Eligible countries having submitted projects	5	6	+20%
	National Commissions having	2	2	=

	participated in the pre-selection process			
	Number of countries whose projects were recommended by the Panel of Experts	0	1	+ 1
East and South-East Europe	Eligible countries having submitted projects	11	10	-9%
	National Commissions having participated in the pre-selection process	7	9	+29%
	Number of countries whose projects were recommended by the Panel of Experts	3	1	-2
Latin America and the Caribbean	Eligible countries having submitted projects	16	19	+19%
	National Commissions having participated in the pre-selection process	10	15	+50%
	Number of countries whose projects were recommended by the Panel of Experts	3	3	=

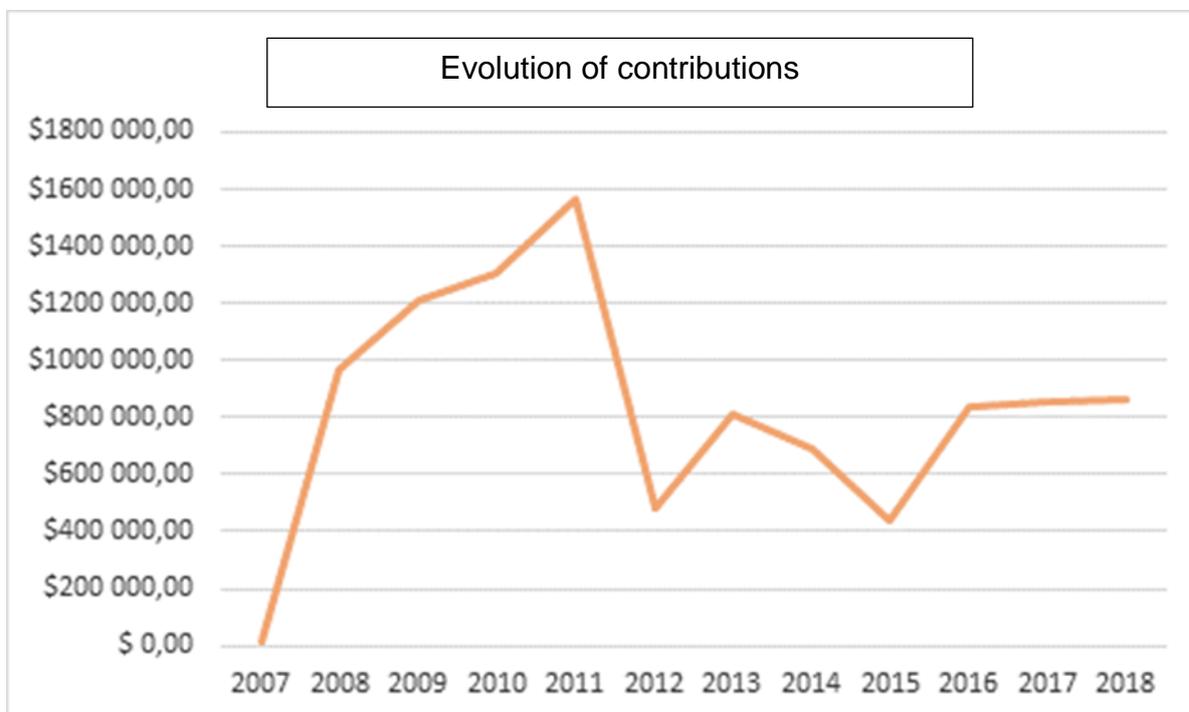
ANNEX III

Status of Parties' contributions

Parties having contributed (since 2007)

	Number of countries having ratified	Number of countries having contributed	Number of countries having contributed at least three times
Africa	38	15	2
Asia and the Pacific	14	5	5
Arab States	14	3	1
Eastern and South-Eastern Europe	23	16	12
Latin America and the Caribbean	32	13	5
Northern Europe and North America	24	20	11
Total	145	72	36

Increase in contributions (2007-2018)



ANNEX IV

Evaluation of the impact of the recommendations proposed in the second external evaluation of the IFDC (2017) and recommended implementation measures

Key: ✓ approved × Not approved

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
Rec. 1 To consider focusing IFCD support on low/middle income countries that have less funding opportunities in the realm of culture at their disposal by using other reference lists such as the UNDP Human Development Index (HDI) or using the OECD DAC list.	low	high	a) Do not implement. Maintain the status quo for now and track the proportion of projects going to richer developing countries, according to the HDI definition. Should richer countries start to consistently (over 3 or more years) receive a <u>disproportionate</u> number of projects, implement positive discrimination for low HDI countries.	None	×
Rec. 2 To consider actively promoting and/or prioritising regional initiatives through the IFCD in order to promote greater international cooperation (in line with article 12 of the Convention) and to also impact more countries, thereby meeting the needs and expectations of more Parties and potential project holders.	low	low	a) Do not implement active promotion or prioritisation. Maintain the status quo and in the announcement of the call for proposals encourage regional projects. b) Await evaluations of a body of regional projects to assess whether the current US\$100,000 funding envelope is too restrictive for regional projects.	None	×

² Risk posed by implementation of the recommendation presented in the impact analysis.

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 3 To introduce an IFCD endorsement scheme for projects implemented in high human development countries where IFCD funding is not as relevant as in low human development countries with fewer funding opportunities.</p>	low	medium	<p>a) Do not introduce an endorsement scheme. Increase visibility of the project application database so that applicants who wish, can use the publicly available evaluation as an endorsement.</p>	None	✘
<p>Rec. 4 Introduce a call for concept notes that would complement the current call for proposals. The evaluation team recommends adopting a call requesting a short 2-3-page application with a simple budget based on two elements: a summary of the proposed action presented within a simple theory of change reflecting a wider contextual change process and elements proving the capacity of partners (see Recommendation 21). Concept notes should be presented online to be assessed by National Commissions. After the first screening process, a maximum of 15 to 20 applicants would be invited to develop full proposals following the same process currently in place.</p>	low – medium	medium	<p>a) Do not introduce concept notes, but limit the applicant information that National Commissions need to assess.</p> <p>b) Communicate statistics on chances of selection to applicants.</p> <p>c) Focus on ensuring simplicity of the application forms.</p>	None	✘

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 5 To work with the National Commissions to strengthen their role in line with the Guidelines in concrete areas such as the responsibility of forming and coordinating the pre-selection panel (as per articles 12.2 and 12.3 of the Guidelines).</p>	<p>medium – high</p>	<p>low</p>	<p>d) Simplify the National Commission preselection form by eliminating section 5 of the form.</p> <p>e) Invite the IGC to consider the possibility of the Secretariat taking recourse to the 2005 Convention Focal Point if a National Commission fails to undertake preselection by the deadline.</p>	<p>None</p>	<p>✓</p>
<p>Rec. 6 To allocate extra criteria in the proposal scoring system to projects promoting certain strategic themes and/or geographic regions in order to finetune project selection and reduce the challenges emerging from the 30-point decision as well as geographic imbalance.</p>	<p>low</p>	<p>low</p>	<p>a) Give the Coordinator of the Panel of Experts the responsibility of attributing 1 bonus point for projects with scores close to the recommendation range from countries that have never received funding.</p> <p>b) Revise current 30-point criteria, whereby any project scoring at least 30 points is recommended for funding, to stipulate that the highest-scoring projects attaining at least 30 points, will be recommended for funding <u>within the limit of funds available</u>.</p>	<p>None</p>	<p>✓</p>

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 7 To incorporate a specific question about the IFCD in the Quadrennial Periodic Reports (QPRs) to ensure that IFCD projects systematically feature in these reports, thereby ensuring that the links between the Fund and the implementation of the 2005 Convention are made explicit.</p>	--	--	This recommendation is already implemented.	--	✓
<p>Rec. 8 To conduct a human resource analysis in the Secretariat with a view to meeting the needs of the IFCD and strengthening the Secretariat (in line with IOS Recommendation 31). Strengthening the team's fundraising capacity is particularly key for the future of the Fund and in order to maximize efforts to date.</p>	high	low	a) Commission an HR analysis for the IFCD. A senior HR consultant is to conduct individual and/or group interviews with staff, undertake a review of fundraising and monitoring & evaluation tools, present findings and conclusions in an interactive workshop.	USD400 0 for the HR analysis + funds for implementing the recommendations	✓

<p>Rec. 9 To strengthen the capacity of the National Commissions as key actors involved in the application process in order to improve the selection process and avoid the non-selection of good quality projects. A good step forward would be ensuring that each National Commission appoints a focal person in charge of coordinating IFCD issues for at least 2 years, and that in case of changes, the same person ensures the transfer of knowledge and files.</p>	<p>medium – high</p>	<p>low</p>	<ul style="list-style-type: none"> a) The Secretariat should regularly communicate indicators tracking screening by National Commissions. b) During the 2019 cycle, the Secretariat should review current communication processes with National Commissions. c) In 2019 or 2020, the Secretariat should take advantage of the annual meeting of National Commissions at UNESCO headquarters to present the IFCD and the preselection process. d) In the 2020 cycle the Secretariat should organize an assessment of the quality of preselection by having the Panel of Experts evaluate a random sample of applications rejected by National Commissions. e) If the assessment reveals that there are problems with quality, prepare a training program for National Commissions with lowest capacities. f) If insufficient improvement is seen in National Commission performance indicators by the next global IFCD evaluation, invite the IGC to consider 	<p>Cost of additional evaluations by Panel of Experts in 2020. Potential costs of training program for National Commissions after 2020.</p>	<p style="text-align: center;">✓</p>
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Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
			transferring National Commission responsibilities to other official channels, such as the 2005 Convention Focal Point.		
<p>Rec. 10 To work with Field Offices to ensure that on the one hand, UNESCO maximizes the opportunities of having an IFCD-funded project (such as increased visibility, enhanced contact with the local cultural sector and a better understanding of the context) and on the other hand, to ensure that projects know what they can (and should) expect from UNESCO Field Offices (especially in terms of support and involvement throughout the diffusion, communication and implementation processes).</p>	medium	low	a) The Secretariat should review current communication processes for Field Offices.	None	✓

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 11 To develop tailored capacity-building actions for countries with less funding opportunities in the cultural sector and for those countries that have never received funding</p>	<p>medium</p>	<p>low</p>	<ul style="list-style-type: none"> a) Implement in-person training on the IFCD through the 2005 Convention Capacity building program. Integrate a 1-day session on the IFCD in all 2005 Convention training programs. b) Encourage field offices that have the capacity to undertake capacity building. c) Develop online videos focusing in particular on: 1) visual presentation of the application guide, and 2) common weaknesses in project applications and elements that are well appreciated. d) Explore the opportunities for developing more elaborate online training in conjunction with other culture funding institutions. 	<p>Funds from existing capacity building activity. Funds for developing online training tools</p>	<p style="text-align: center;">✓</p>

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 12 To make resources available so that the Secretariat can take bold steps for the IFCD to become a “learning-driven” fund by introducing measures that aim to extract lessons and spaces for the reflexion at that centre of the IFCD strategy, including hiring of dedicated staff at the Secretariat responsible for project monitoring and evaluation.</p>	<p>high</p>	<p>low</p>	<ul style="list-style-type: none"> a) Invite the IGC to commit to making the resources available for implementing costed options for building learning capacity resulting from the human resource analysis referred to in Rec. 8. b) For 2019, invite the IGC to commit up to US\$30,000 for the re-design and testing of an overall M&E system from unassigned funds. c) Invite the IGC to commit to regularly allocating a percentage of either IFCD project funding or IFCD total income to learning (monitoring & evaluation human resources, tools and products). d) The Secretariat should undertake a rapid review of practices of other organizations with strong learning cultures funding culture or social change to identify practices that could potentially strengthen existing systems. 	<p>A benchmark figure suggests USD78,000 of M&E expenditure per year for \$600,000 of project funding</p>	<p style="text-align: center;">✓</p>

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 13 To conduct random IFCD project independent evaluations in order to build a knowledge base on the projects and extract lessons from the different experiences.</p>	high	low	<p>a) Set aside a sum equivalent to 3% of project funding (roughly US\$18,000 each year assuming US\$600,000 in project funding) for IFCD-commissioned independent project evaluations.</p>	<p>Sum equivalent to 3% of project funding per year. NB. To come from overall M&E budget</p>	✓
<p>Rec. 14 To take steps to maximize the Convention's potential as an advocacy tool among civil society actors. This could be done by providing more information, training and awareness-raising on the importance of advocating on the contribution of the cultural sector to the economy as well as on the existing links between project-focused work conducted by cultural entities and their contribution to policy-related issues affecting the implementation of the Convention.</p>	low	low	<p>a) Ensure that the new fundraising strategy considers how to engage past IFCD grant recipients in fundraising efforts.</p> <p>b) Organize events at the regional or international level every 2 or 4 years to facilitate networking among IFCD grant recipients.</p>	<p>Budget for organizing regional or international events every 2 to 4 years</p>	✓

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 15 To positively discriminate project proposals that include concrete actions aimed at increasing women’s representation in key areas of cultural activity and/or aimed at challenging traditional women’s roles.</p>	<p>Medium - high</p>	<p>Low</p>	<ul style="list-style-type: none"> a) Integrate a special call for gender transformative projects in IFCD calls. b) Introduce gender disaggregated indicators in monitoring and evaluation tools. c) Develop a gender knowledge pack for applicants and the Panel of Experts. d) Include a session on gender in the induction meeting of the Panel of Experts. 	<p>None</p>	<p style="text-align: center;">✓</p>
<p>Rec. 16 To review the current Committee’s fundraising strategy to ensure that it dedicates more attention to the contributions of Parties and their engagement in a more tailored manner, recognizing that not all Parties have the same capacities and resources.</p>	<p>High</p>	<p>Low</p>	<ul style="list-style-type: none"> a) The Secretariat should undertake analysis of what influences contributions from Parties. b) In future, the Secretariat should regularly collect feedback on all communication materials from a sample of 6-10 Parties. 	<p>None</p>	<p style="text-align: center;">✓</p>

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 17 To work towards meeting the target contribution of 1% (Art. 18.3 and 18.7) to strengthen the sustainability of the Fund and overturn the static trend of the last 5 years.</p>	High	low	<p>a) Re-emphasize the 1% of UNESCO contribution target in the fundraising strategy for Parties.</p> <p>b) The Secretariat should review current communication to Parties aimed at encouraging contributions to assess whether Parties are receiving reminders about their contributions at the right time.</p>	None	✓
<p>Rec. 18 To strengthen IFCD's fundraising strategy by incorporating an analytical dimension that ensures an explicit connection between communication products and concrete fundraising targets (especially those related to Parties' contributions).</p>	High	low	<p>a) Commission a study to draft a new fundraising and communication strategy. The study will include a review of the previous strategy.</p> <p>b) Invite the IGC to commit to making available the necessary resources for implementing the new fundraising strategy.</p>	US\$65,000 for strategy development. <u>At least</u> 10% of income target for implementing the fundraising strategy	✓
<p>Rec. 19 To modify the current success target of 50% of contributing countries so that instead of focusing on ensuring that at least half of the Parties to the Convention give to the Fund, regular amounts are sought in line with the suggested 1% (Art. 18.3 and 18.7).</p>	high	low	<p>a) Put a timeframe (e.g. 3 years) on the 50% of Parties contributing target. When communicating, emphasise which Parties have contributed within that timeframe to encourage renewed contributions.</p>	None	✓

Recommendations from the IFCD external evaluation	Level of urgency/ strategic importance	Risk posed by implementation ²	Recommended implementation actions	Cost implications	Decision by the 12IGC
<p>Rec. 20 To strengthen the use of communication materials on the IFCD. The first suggested step is to conduct an analysis of the implementation of the different phases of the Communication Strategy to understand what has worked and what requires improvement.</p>	high	low	<p>a) Commission a study to draft a new fundraising and communication strategy. The study will include a review of the previous strategy.</p> <p>b) Invite the IGC to commit to making available the necessary resources for implementing the new fundraising strategy.</p>	See Rec. 18	✓
<p>Rec. 21 To devote more attention to the capacity of project partners [applicants] and give this factor greater weight in the selection process...Include elements that prove the capacity of partners [applicants] (such as experience, sector expertise, past performance and participation in networks).</p>	medium to high	low	<p>a) In the application form introduce a table to inform on at least 2 similar experiences.</p> <p>b) In the application form introduce a structured table to collect information on applicants' partners to ensure that applicants give more complete information.</p> <p>c) Increase the weight given to applicant capacities in proposal evaluation scoring to at least 10%.</p>	None	✓

ANNEX V

Draft revision of the Financial Regulations of the Special Account for the International Fund for Cultural Diversity (IFCD)

Approved in 2009	Proposed revision (PR) ³	Comments
Article 1 – Creation of a Special Account	Article 1 – Creation of a Special Account	
1.1 Article 18 of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter referred to as “the Convention”) establishes an International Fund for Cultural Diversity. Given the multi-donor nature of the Fund, it will be managed as a Special Account.	1.1 Article 18 of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter referred to as “the Convention”) establishes an International Fund for Cultural Diversity. Given the multi-donor nature of the Fund, it will be managed as a Special Account.	
1.2 In accordance with Article 6, paragraph 6, of the Financial Regulations of UNESCO, there is hereby created a Special Account for the International Fund for Cultural Diversity (hereinafter referred to as the “Special Account”).	1.2 In accordance with Article 18 of the Convention and Article 6, paragraphs 5 and 6 , of the Financial Regulations of UNESCO, there is hereby created a Special Account for the International Fund for Cultural Diversity (hereinafter referred to as the “Special Account”).	
1.3 The following regulations shall govern the operation of the Special Account.	1.3 The following regulations shall govern the operation of the Special Account.	
Article 2 – Financial period	Article 2 – Financial period	Distinction between financial period and budget period.
The financial period shall correspond to that of UNESCO.	2.1 <i>The financial period for budget estimates shall be two consecutive calendar years beginning with an even-numbered year.</i>	
	2.2 <i>The financial period for accounting shall be an annual calendar year.</i>	

³ In accordance with 201 EX/ Decision 21, a model approved by the Executive Board for the Conventions served as a basis and was adapted to the IFCD in conformity with the Convention and the guidelines on the use of the resources of the International Fund for Cultural Diversity.
Key: original text; ~~deleted text~~ (strikethrough); **new text** (bold italics)

Article 3 – Purpose	Article 3 – Purpose	
<p>In accordance with Article 18 of the Convention, the purpose of the Special Account is to finance activities decided by the Intergovernmental Committee on the basis of guidelines determined by the Conference of Parties, notably to assist Parties to support cooperation for sustainable development and poverty reduction, especially in relation to the specific needs of developing countries, in order to foster the emergence of a dynamic cultural sector, in accordance with Article 14 of the Convention.</p>	<p>In accordance with Article 18 of the Convention, the purpose of the Special Account is to finance activities decided by the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions (hereafter referred to as “the Committee”), on the basis of guidelines determined by the Conference of Parties to the Convention (hereafter referred to as “the Conference of Parties”), notably to assist Parties to support cooperation for sustainable development and poverty reduction, especially in relation to the specific needs of developing countries, in order to foster the emergence of a dynamic cultural sector, in accordance with Article 14 of the Convention.</p>	
	Article 4 – Governance⁴	New article to define governance mechanisms
	<p>4.1 <i>The Intergovernmental Committee has authority over the appropriation of the resources under the Special Account, based on the guidelines of the Conference of Parties.</i></p>	In accordance with Article 18 paragraphs 4 and 5 of the Convention
	<p>4.2 <i>The Director-General shall manage and administer the funds of the Special Account in accordance with the text of the Convention, the decisions approved by the Committee, and the present Financial Regulations.</i></p>	In accordance with Article 24 of the Convention
	<p>4.3 <i>The Director-General shall, on an annual basis, submit to the Committee narrative and financial reports and, every two years, submit to the Conference of Parties a narrative report as indicated under Article 9 below.</i></p>	

⁴ Governing bodies of the 2005 Convention are the Conference of Parties plenary body of the Convention, and the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions, executive body.

Article 4 – Income	Article 5 – Income	
<p>In accordance with Article 18 of the Convention, the income of the Special Account shall consist of:</p> <ul style="list-style-type: none"> (a) voluntary contributions made by the Parties of the Convention; (b) (b) funds appropriated for this purpose by the General Conference of UNESCO; (c) contributions, gifts or bequests which may be made by: <ul style="list-style-type: none"> (i) other States; (ii) organizations and programmes of the United Nations system; (iii) other regional or international organizations; (iv) (iv) public or private bodies or individuals; (d) any interest due on the resources of the Special Account; (e) (e) funds raised through collections and receipts from events organized for the benefit of the Voluntary Fund. 	<p><i>With due regard to the text</i> of the Convention, the income of the Special Account shall consist of:</p> <ul style="list-style-type: none"> (a) voluntary contributions made by the Parties of the Convention; (b) (b) funds appropriated for this purpose by the General Conference of UNESCO; (c) contributions, gifts or bequests which may be made by: <ul style="list-style-type: none"> (i) other States; (ii) organizations and programmes of the United Nations system; (iii) other regional or international organizations; (iv) (iv) public or private bodies or individuals; (d) any interest due on the resources of the Special Account; (e) (e) funds raised through collections and receipts from events organized for the benefit of the Voluntary Fund. (f) <i>miscellaneous income.</i> 	<p>In accordance with Article 18.3 of the Convention</p>
Article 5 – Expenditure	Article 6 – Expenditure	
	<p>6.1 <i>The appropriation of the resources of the Special Account shall be approved by the Committee on a biennial basis.</i></p>	<p>See Articles 4.1, 4.3 above and Article 9 below</p>
<p>The Special Account shall be debited with the expenditure relating to its purpose as described in Article 3 above, including administrative expenses specifically relating to it and programme support costs applicable to Special Accounts.</p>	<p>6.2 The Special Account shall be debited with the expenditure relating to its purpose as described in Article 3 above, including administrative expenses specifically relating to it and programme support costs applicable to Special Accounts.</p>	
	<p>6.3 <i>Expenditure shall be made within the limits of funds available.</i></p>	

Article 6 – Accounts	Article 7 – Accounts	
6.1 The Chief Financial Officer shall maintain such accounting records as are necessary.	7.1 The Chief Financial Officer shall maintain such accounting records as are necessary.	
6.2 Any unused balance at the end of a financial period shall be carried forward to the following financial period.	7.2 Any unused balance at the end of a financial period shall be carried forward to the following financial period.	
6.3 The accounts of the Special Account shall be presented for audit to the External Auditor of UNESCO, together with the other accounts of the Organization.	7.3 The accounts of the Special Account shall be part of the consolidated financial statements presented for audit to the External Auditor of UNESCO, together with the other accounts of the Organization	
6.4 Contributions in kind shall be recorded outside the Special Account.	7.4 Contributions in kind shall be recorded outside the Special Account.	
Article 7 – Investments	Article 8 – Investments	
7.1 The Director-General may make short-term investments of sums standing to the credit of the Special Account.	8.1 The Director-General may make short-term or long-term investments of sums standing to the credit of the Special Account.	To align with the investment policy of the Organization
7.2 Interest earned on these investments shall be credited to the Special Account.	8.2 8.2 Revenue from these investments shall be credited to the Special Account in line with UNESCO's Financial Rules.	
	Article 9 – Reporting	New Article to define the reporting procedures
	9.1 An annual financial report showing the income and expenditure under the Special Account shall be prepared and submitted to the Committee.	
	9.2 An annual narrative report shall be submitted to the Committee, and every two years a narrative report shall be submitted to the Conference of Parties	

<p>Article 8 – Closure of the Special Account</p>	<p>Article 10 – Closure of the Special Account</p>	<p>To reflect the role of governing bodies at the closure of the Special Account</p>
<p>The Director-General shall decide upon the closure of the Special Account at such time as she/he deems that its operation is no longer necessary. He or she shall inform the Executive Board.</p>	<p>10.1 The Director-General may decide to close the Special Account shall consult the Intergovernmental Committee when he/she considers that the operationalization of the Special Account is no longer necessary.; He or she shall inform the Executive Board. Such consultation shall cover the decision on the use of any unspent balance.</p>	
	<p>10.2 The decision of the Committee shall be approved by the Conference of Parties and shall be transmitted to the Executive Board prior to the effective closure of the Special Account.</p>	
<p>Article 9 – General provision</p>	<p>Article 11 – General provision</p>	<p>To reflect the role of governing bodies regarding the amendment of the present Financial Regulations</p>
<p>Unless otherwise provided in these Regulations, the Special Account shall be administered in accordance with the Financial Regulations of UNESCO.</p>	<p>11.1 Any amendment to these Financial Regulations shall be adopted by the Committee and approved by the Conference of Parties. The Executive Board shall be informed accordingly of any such amendments.</p>	
	<p>11.2 Unless otherwise provided in these Regulations, the Special Account shall be administered in accordance with the Financial Regulations of UNESCO.</p>	