



international
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diversity Investing in creativity.
Transforming societies.

International Fund for Cultural Diversity

Annotated Guide

International Fund for Cultural Diversity
Diversity of Cultural Expressions Section
Culture Sector

UNESCO

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NOTE TO USERS

The purpose of the **IFCD Annotated Guide** is to help applicants to the International Fund for Cultural Diversity (IFCD) formulate effective project proposals through the IFCD On-line Application Form. Suggestions are by no means intended to be exhaustive in nature; they are only designed to offer applicants some direction in approaching each section of the application form.

The IFCD, which is the fund of the **2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions**, invests 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, including professional capacities and organizational structures, deemed necessary to support viable local and regional cultural industries and markets.

According to the **Guidelines on the Use of the Resources of the International Fund for Cultural Diversity**, project proposals must deal with cultural policies and/or cultural industries. Past projects have involved:

- Enacting national cultural policy reform and market regulations;
- Establishing inter-ministerial and cross-sectoral committees to develop cultural policies;
- Engaging civil society in policy development processes;
- Developing strategic action plans to implement cultural policies;
- Mapping and measuring social and economic contributions of cultural industries.
- Strengthening local capacities for business development and supporting cultural entrepreneurship;
- Creating new cultural industry business models and promoting the use of information and communication technologies (ICTs);
- Strengthening professional networks and fostering innovative partnerships;
- Promoting gender equality, North-South-South cooperation and the participation of youth and various social groups in the cultural industries; etc.

To get an idea of what type of projects received funding from the IFCD in previous funding cycles, please consult the **editions of the IFCD brochures** and our website (<http://en.unesco.org/creativity/ifcd/discover-projects/database-funded-projects>).

Requests for projects related to the production of cultural and artistic works and events can be directed to the **International Fund for the Promotion of Culture**. Requests for projects related to safeguarding intangible cultural heritage should be made to the **Fund for the Safeguarding of the Intangible Cultural Heritage**. Requests regarding tangible cultural heritage (e.g. World Heritage sites) should be addressed to the **World Heritage Fund**.

10 Tips for a Successful Application

- 1 **RESEARCH** Familiarize yourself with the [objectives of the IFCD](#) and the [2005 Convention](#) on the Protection and Promotion of the Diversity of Cultural Expressions. Projects that do not meet the objectives of the IFCD and the Convention will not be considered for funding
- 2 **SOLVE A PROBLEM** Determine what relevant problem you are trying to solve. Once it is clear what the IFCD and the Convention are trying to achieve, pinpoint the relevant challenge/problem your project is designed to address/solve
- 3 **DO SOMETHING** Create a project plan that is action-oriented. Too often project proposals put forward admirable intentions, but few actionable steps and activities that concretely address the identified problem. Funding is allocated to action, not intention
- 4 **RESULTS** Identify expected results. This is the crux of any project proposal. The IFCD funds projects whose expected results are strongly aligned with its objectives. If the expected results seem unfeasible or unclear, the project will not be funded
- 5 **BENCHMARKS** Develop evaluation criteria. Knowing how to evaluate success is a key factor in being able to draw best practices and lessons learned. Project proposals that do not lay out clear evaluation criteria signal that project teams may not have developed a clear roadmap toward achieving their expected results
- 6 **TEAMWORK** Establish a strong project team. Very often the skills, competence, background and strengths of the project team are directly reflected in the implementation of the project. Evaluators place great importance on the potential of project teams to deliver on their proposal. For this reason, it is crucial that team members demonstrate complementary skills and attributes that combine to ensure the overall implementation of projects
- 7 **PARTNERS** If your proposal would benefit from partnership(s), identify and engage them early on in the process. For some projects, developing strategic partnerships is one of the most effective ways to increase their sustainability, impact and resources. It is not enough to identify potential partners in the project proposal phase. They need to be approached and actively engaged in the development and drafting of the proposal from the beginning. This will not only ensure their full involvement and ownership if the project is selected for funding, but chances are great that it will also contribute to the overall quality of the proposal itself
- 8 **MONEY MATTERS** Budget for your activities. Evaluators often know whether a project is well thought-out and serious by looking at its budget. What gets budgeted gets done. Inflated budgets or ones that devote a large proportion of the financial resources to staff and overhead also raise red flags and tend to signal a lack of organization, planning and operational knowledge on the part of the project team
- 9 **DETAILS** Sign your application and provide all supporting materials on the On-line Application Platform. Incomplete or unsigned applications do not pass the technical assessment, and are thus never even evaluated
- 10 **TIMELINES** Meet the submission deadline. This might seem obvious, but every year far too many worthy proposals never even reach the evaluation phase because they are submitted after the deadline

THE IFCD APPLICATION FORM



In order to access the IFCD Application Form, you must create an account for the IFCD On-line Application Platform at: <http://en.unesco.org/creativity/ifcd/apply>. You will receive your login and password by email. Once registered, log in to the IFCD On-line Application Platform (<http://en.unesco.org/creativity/ifcd/apply>) and click on the button “Create your application” to begin your application.



Please note that you may log in and log out from the On-line Application Platform several times. In order to edit your application, log in to the IFCD On-line Application Platform and click on the button “Project: name of the project”.

The IFCD Application Form is divided into five headings which comprise the following **eleven sections**:

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3. <u>Contractors and partnerships</u>	10 - 11
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You must click on the “Save” or “Done with...” buttons at the bottom of each section in order to move on to another heading.



Please note that should there be any errors or empty fields in one of the sections, an alert message will be displayed at the top of the page.


1. BASIC INFORMATION

international fund for cultural diversity

Investing in creativity. Transforming societies.

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ON-LINE APPLICATION PLATFORM



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You changed some fields. Before proceeding, please save this step.

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General Information

1. Basic information

Title of project *

Amount requested in US\$? *

Name of applicant ? *

Type of applicant *

Country *

Beneficiary country(ies) ? *

Contact person

Note: Representative of the applicant holding financial and administrative responsibility for implementation of the project.

Title *

Family name *

Given name *

Position *

Address *

Postcode *

Town *

Country *

Telephone *

Email *

Website

2. About the applicant

3. Contractors and partnerships

Save draft

Save & close

Done with General Information - Next >

Delete


Note 1: TITLE OF THE PROJECT > The title of the project should be clear, unambiguous and brief. It does not need to describe the whole project. Remember, good titles can provide evaluators with an

immediate understanding of what your project is about. An ambiguous title can leave them guessing. Try to capture what you are seeking to achieve. You should not attempt to make the title punchy, catchy or memorable at the expense of clarity and focus. The words you choose in your title should clearly reflect the focus of your proposal, and it is strongly recommended to refrain from using acronyms.

AMOUNT REQUESTED FROM IFCD > Total funding requested from the IFCD cannot exceed US \$100,000.

NAME OF APPLICANT > The name of the applicant must correspond to the entity that will assume legal and financial responsibility of the project if it is approved for funding. If the applicant is a department or a subsidiary of a larger structure, this larger structure and the different levels of responsibility must be clearly identified.

TYPE OF APPLICANT > The category “Party” refers to all public authorities and institutions, whether at the local, regional and national level. The category “NGO” (non-governmental organizations) refers to non-profit organizations, professional organizations with a legal status working in the culture sector and associated sectors and groups that support the work of artists and cultural communities. The category International NGOs refers to non-governmental and non-profit professional organizations that have a legal status working internationally in the related fields. (**Operational Guidelines of Article 11 of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions**).



Because the IFCD has not yet received any contributions from the private sector, micro, small and medium sized enterprises of the private sector active in the cultural field of developing countries Party to the Convention are not eligible to apply for funding.

COUNTRY > Country, refers to the country where the applicant has a legal status in compliance with the established rules of the jurisdiction in that country’s registration.



*Search the **country** in the list of the drop down menu and select.*

BENEFICIARY COUNTRY(IES) > The beneficiaries of the IFCD are developing countries that are Parties to the 2005 Convention. You can find the list of developing countries that are Parties to the 2005 Convention:

http://en.unesco.org/creativity/sites/creativity/files/ifcd_list_developing_countries_eligible_7call_en_2016.pdf



*Search the **beneficiary country(ies)** in the list of the drop down menu and select (if you are an INGO you must select at least two countries).*

CONTACT PERSON > The contact person does not have to be the leader or president of the applying organization; however, he/she must be employed by the applying organization and be a member of the project team referred to in section 2 of the Application Form.

WEBSITE > Indicate, if available, the website of your organization and/or project.

2. ABOUT THE APPLICANT

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General Information

1. Basic information
2. About the applicant
3. Contractors and partnerships

2.1. The entity/organization

★

Place of establishment of entity/organization ★

Main mission of applicant ★

Main activities of applicant ★

2.2. Key staff members

Please list all key staff members working on the proposed project, directly employed by the applicant.

Key staff members

Name

Responsibility in the activities of the project

Skills/background/qualifications

Remove


Add another item

Save draft Save & close Done with General Information - Next Delete

Note 2.1: DATE AND PLACE of establishment of entity/organization and mission and activities of applicant > Describe your organization, its date of inception (which must match its official filing records), its main mission and activities (which must also match in its official declaration), making sure to clearly demonstrate the link between your organization's mission and the objectives of the IFCD. If drafted successfully, evaluators should not ask themselves why your organization is proposing the project in question after reading this section.

Note 2.2: KEY STAFF MEMBERS > Funding decisions are not only determined by the relevance, feasibility and impact of the proposed project, but also by the quality, background and demonstrated competence of the implementing team and organization. It is also important to clearly identify the responsibility of each person on the project team and distinguish it from others'. This is why it is essential that in this section you explain what makes your project team so uniquely positioned to carry out this work.

How do your staff's skills complement each other? What kind of special skills, experience and/or network(s) do your staff members have that makes them competent to carry out the work you are proposing to do?



For liability reasons, only those directly hired by the applicant or its Advisory Board can be mentioned in this section



Use the button "Add another item" to add as many **Key staff members** as required.

3. CONTRACTORS AND PARTNERSHIPS

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General Information

1. Basic information
2. About the applicant
3. Contractors and partnerships

3.1 Please list all **paid contractors, subcontractors, consultants and/or experts** who will participate in the implementation of the activities proposed who are not employed by your institution/organization.

Contractor or partner

Name
Professional affiliation
Nationality
Skills/background/qualifications

Responsibility in the activities of the project

Remove
Add another item

3.2 Please list all **non-paid partners** involved in the project's implementation. Please indicate whether the partner is a public authority/institution, an NGO or a private company.

Non-paid partner

Name
Type of Institution
Country
Role in project

Remove
Add another item

Save draft
Save & close
Done with General Information - Next >
Delete

Note 3.1: CONTRACTORS, SUBCONTRACTORS, CONSULTANTS AND EXPERTS > These are not directly employed by the applicant; however, they are paid for specific services and/or expertise they provide during a limited amount of time to help the applicant implement its activities. Oftentimes the applicant may not have all of the expertise it needs in-house to carry out its activities, and it is at this point that it identifies people and/or organizations outside of its own structure who do have the know-how that is being sought.

Contractors usually provide agreed services to the applicant for a set fee -and possibly duration- under a contract for services. A subcontractor has a contract with the contractor for the services provided -an employee of the contractor cannot also be a subcontractor. Subcontractors undertake work that a contractor cannot do, but for which the contractor is responsible.

A consultant, on the other hand, should be contracted when applicants are seeking advice, whereas experts should be engaged for their know-how and expertise. A consultant does not need to have expertise in a specific field, which is what an expert needs.

All of the contractors, subcontractors, consultants and experts that will be involved in the implementation of the project must be listed in this section, and for each one the following information must be provided:

- Full identity of contractor/subcontractor/consultant/expert, including affiliations with businesses and/or organizations and nationality;
- Skills/background/qualifications;
- Domain of intervention and list of responsibilities/deliverables.

Finally, it is important to note that the applicant has full legal responsibility to draw up and manage all contracts with external service-providers.



Use the button “Add another item” to add as many **Contractors, Subcontractors, Consultants and Experts** as required.

Note 3.2: NON-PAID PARTNERS > Partnerships are voluntary collaborative arrangements between two or more organizations from different parts of society, such as governmental authorities (at the local, regional, national and international levels) and civil society – including the private sector, the media, academia, artists and artistic groups, in which the risks and benefits are shared between the partners and the modalities of functioning, such as decision-making or allocation of resources, are agreed upon collectively by them.

A partnership is more than a mere contractual relationship: it is founded on a series of ethical principles, such as mutual respect, transparency, dedication and equity, and practices that facilitate collaboration and foster sound relations between partners.

Make sure that you indicate the type and country as well as the role of the partner(s) in the design and implementation of your project proposal.



Use the button “Add another item” to add as many **Non-paid partners** as required.

4. ABOUT THE PROJECT

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Project Description

4. About the Project

4.1 Length of the project *

Please note that the project implementation period should be between 12 and 24 months and that all projects shall begin three months from the date of approval at earliest.

Beginning Date: End Date:

E.g., 8/2/2016 E.g., 8/2/2016

4.2 Brief summary of the project *

Please provide a brief summary description of the project. (150 to 250 words)

4.3 Local context and complementarity of the project with other regional, national and local policies/ measures/ programmes/ projects *

Please identify and explain the specific needs, priorities and challenges (economic, political and social aspects) faced by your community/ city/ country/ region (depending on the scope of your project) in the field of culture, and indicate how your project is designed to respond to them in a targeted and direct manner. (Max. 400 words)

Please provide information about policies/ measures/ programmes/ projects already started at the local, national and/or regional level responding to the specific needs, priorities and challenges previously described. Indicate whether and how these policies/ measures/ programmes/ projects will be associated with your project and what value your funding request adds to the work that is already being carried out in your field. (Max. 400 words)

4.4. Objectives ?

Please describe the specific measurable objectives of the project (and not of the applicant). These should be in accordance with the main objective of the IFCD, which 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**, including professional capacities and organizational structures, deemed necessary to support viable local and regional cultural industries and markets.

Short-term objectives of the project *

Short term objectives are what you hope to achieve during the time period of your project.

Long-term objectives of the project *

Long term objectives are benefits that are drawn well after the completion of your project.

Please check if these objectives contribute to the following and explain how

Promotion of gender equality ? *

☐ Yes

☐ No

Empowerment of youth ? *

☐ Yes

☐ No

Promotion of South-South/North-South-South cooperation ? *

☐ Yes

☐ No

Participation of various social groups in the areas of intervention of the IFCD ? *

☐ Yes

☐ No

5. Contribution to the IFCD's expected results

6. Expected results and main activities

7. Sustainability

Note 4.1: LENGTH OF THE PROJECT > The project technically begins when the funding contract is signed both by UNESCO and the applicant, and the earliest that UNESCO can offer contracts for projects approved for funding is **March 2017**. The project implementation period should be between **12 and 24 months**. The end date signifies the time at which all final project reports, analyses and statements are submitted to the UNESCO Secretariat for evaluation.

Note 4.2: BRIEF SUMMARY OF THE PROJECT > The project summary sets the stage for the rest of the proposal and is crucial because it is your first and most important opportunity to communicate what your project is about and demonstrate how your project meets the criteria for IFCD funding or not. If there are elements in the summary that are outside the scope of the IFCD's objectives, it reflects poorly on what evaluators can expect to learn about your project.

It is recommended that you write the summary as a last step because as you develop your project, chances are great that various components of the proposal change or shift in the process. The best summaries are neither poetic nor aspirational in tone, rather they are:

- succinct – the reader must be able to quickly grasp the big picture so that they can effectively contextualize the details of your proposal to come;
- clear – an unclear summary usually signals applicants' own lack of clarity about the project for which funding is being requested; and
- descriptive – begin by describing the aim(s), outcome(s), significance and social, cultural and/or economic benefit of your proposal. Continue by elaborating each significant project component, making sure to emphasize major steps in completing your project as a way to guide the development of the summary. Finally, end the summary with the one, best, most creative/innovative aspect of your project as a teaser for what is to come.

Remember that a well-written summary can easily be used as a marketing tool for your project, so it is well worth the investment of time and energy. Project summaries are not declarations of intent detailing what you "hope" and "wish" to achieve in implementing your project. Rather, they are used to clearly communicate what will definitively be achieved if funding is granted.

In addition, all information regarding the political, cultural and economic context of the project, as well as the background and the competencies of the applicant and any other specific information that is requested elsewhere in the application should be left out of the summary to maintain its succinctness and avoid repetition.

Finally, if the project for which IFCD funding is requested is part of a larger project, it is imperative to describe this larger project, its objectives, activities, beneficiaries, partners, etc. Section 8 (Budget) of this Application Form will also ask that applicants detail the budget of this larger project, if it is applicable.

Note 4.3: LOCAL CONTEXT AND COMPLEMENTARITY OF THE PROJECT with regional, national and local policies/measures/programmes/projects > In this section of the proposal you are asked to describe the social, economic, political and cultural background from which the project is initiated. At first glance, this section may seem similar to one that asks you to provide "background" or "introductory" information for your project; however, this section actually lays the groundwork for your project's "selling points".

You may find it useful to start from the general and work to the specific. Consider beginning by describing the extent of the problem in the community/city/country/region and why it is important. It is best to focus attention only on the principal points, and to avoid including tangential information just for the sake of demonstrating the breadth or depth of your knowledge. End your response by

making a connection between your organization and your proposed project in improving the situation.

Remember, this section should not reflect a socio-economic/political critique of the current situation, but rather an objective demonstration of your thorough understanding of the economic, social and political challenges, needs and priorities in your field of activity and how you and your organization plan to respond to them.

Furthermore, the objective of this section is to position your project proposal in relation to other efforts on the ground and to show how your project will:

- extend the work that has been previously done;
- avoid the mistakes and/or errors that have been made; and
- serve to develop stronger collaboration and synergies between existing initiatives.

In determining the value your funding request adds to the work already being carried out in your country, it is important to consider the reasons for which you and/or your organization are uniquely suited to implement the proposed project - geographic location, language expertise, prior achievements in this area, close relationship to beneficiaries, etc.

It is best to remain as objective as possible when describing why activities have or have not worked in the past. Personal opinions, commentary and observations compromise the credibility of your funding request.

Note 4.4: OBJECTIVES > The term “objective” often causes difficulties because different funding agencies attach different meanings to it. In the context of the IFCD funding process, an objective is a statement that expresses what you expect to achieve by doing something. The objectives should address the core problem in terms of the benefits that beneficiaries will gain as a direct result of the implementation of the project. Each objective must contain two parts, namely what is to be achieved and how it will be done. This is a practical way to express objectives because it allows you to be clear to yourself that what you intend to achieve is connected to the means you will be using, and it allows evaluators to distinguish immediately between what is concretely going to be achieved and a mere declaration of intent.

Short term objectives are what you hope to achieve during the time period of your project, and longer term objectives are benefits that are drawn well after the completion of your project. Both short and longer term objectives must be compatible with the objectives of the **2005 Convention** and the **IFCD**.

The last part of this section should be dedicated to explain how your project’s objectives contribute to the promotion of gender equality, youth, South-South and North-South-South cooperation and/or the participation of various groups in the areas of intervention of the IFCD.

5. CONTRIBUTION TO THE IFCD'S EXPECTED RESULTS

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4. About the Project
5. Contribution to the IFCD's expected results

Please check at least one of the following IFCD's expected results to which the project's expected results will contribute. *

Outcome 1: A policy environment that promotes the diversity of cultural expressions is created through targeting structural change.

- ☐ Cross-sectoral cooperation in policy making and implementation demonstrated;
- ☐ The role of civil society in policy making and implementation strengthened;
- ☐ Processes and mechanisms of policy implementation and review strengthened.

Outcome 2: The value and opportunities that the cultural and creative industries offer in the achievement of sustainable development are clearly demonstrated.

- ☐ Innovation and new business models applied to cultural entrepreneurship;
- ☐ Access to local, national or international markets for cultural goods improved;
- ☐ Participation and collaboration in cultural and creative industries widened to previously excluded individuals and social groups.

Outcome 3: Contributions are made to sustainable capacity development in the cultural sector at institutional, organisational and individual levels.

- ☐ National and international networks and communities of practice facilitated, with a focus on North-South-South cooperation;
- ☐ Capacity development needs relating to cultural value chain assessed and mapped;
- ☐ Capacity development needs relating to cultural value chain addressed at appropriate levels.

6. Expected results and main activities
7. Sustainability

Done with Project Description - Back
Save draft
Save & close
Done with Project Description - Next
Delete

Note 5: CONTRIBUTION TO THE IFCD'S EXPECTED RESULTS > All IFCD funded projects are expected to contribute directly to one or more of the expected results and outcomes presented in Section 5. Measuring and demonstrating these results/outcomes across the IFCD funded projects is extremely important to monitor the performance of the IFCD in achieving its overall goal that is to foster the emergence of dynamic cultural sectors in developing countries. That is why project proposals applying to the IFCD must address at least one, and possibly several of the expected results.

In the context of the IFCD, “outcomes” refers to mid-term results to be attained within a timeframe of eight years, whereas the “expected results” are to be attained within four years. Given the timeframe of the expected results (4 years) and outcomes (8 years), your project might not be able to achieve the results/outcomes within the project implementation period. However, it should still demonstrate its own short-term results (those that will be defined in Section 6. Project expected results and activities), either within the project or within a reasonable time after completion, which could eventually lead to the expected results and outcomes in the medium term.

6. EXPECTED RESULTS AND MAIN ACTIVITIES

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4. About the Project
5. Contribution to the IFCD's expected results
6. Expected results and main activities

Project expected results and activities
Please list the expected results of the project. The expected results should be concrete and measurable and will serve as a basis for the evaluation of the project after its completion. Moreover, expected results should be correlated with the objectives, activities and budget.

Expected results

Below each expected result, please indicate main activities to be carried out to achieve these results. The implementation schedule, indicators, means of verification, location(s) and direct and indirect beneficiaries should be described according to each activity.

Result
RESULT1

Description *

Add activity(ies)

Please list the main activity(ies) to achieve the expected result.

Activity

Activity
ACTIVITY 1.1

Description *

Implementation Schedule ⓘ *

Please provide an implementation schedule for the activity in the table below, making sure to note the start and end date of the activity.

Beginning Date:
End Date:

E.g., 8/2/2016 E.g., 8/2/2016

What indicator(s) disaggregated by gender are to be used to measure the achievement of the expected result? *

What are the means of verification of this indicator(s)? *

Location(s) *

Direct Beneficiaries *

Please include quantitative and qualitative information disaggregated by gender.

Indirect Beneficiaries

Please include quantitative and qualitative information disaggregated by gender.

Remove

Add another activity inside of result

Remove

Add another result

7. Sustainability

Note 6: PROJECT EXPECTED RESULTS AND ACTIVITIES > Because the success of your project will be measured by how you are able to meet the expected result(s), these should be realistic in the short term. In formulating your expected results, ask yourself if your objectives were fulfilled, how would you be able to tell? Each expected result listed in this section should be achieved through at least one activity or more, which should also be consistent with the objectives and budget of the project. For each activity in the expected result, you will also need to specify the implementation schedule, the indicators, the means of verification, the location and the direct and indirect beneficiaries.



*You may add as many **Expected Results** as required, by using the button “Add another result” at the end of Section 6.*

MAIN ACTIVITIES > To produce outputs, you will need to carry out a series of activities. It is important to relate activities to each other to determine their sequence and dependence. Ask yourself whether one activity is dependent on the start-up or completion of another activity. Be as systematic as possible in describing the activities of your project, and use the following list of questions to guide you in elaborating on each activity:

- Where will the activity be carried out?
- What will be done?
- How will it be done, what methods will be used?
- Who will be involved and how?
- What resources will be needed for the activity? This should match the budget line items in section 8 (Budget).

Effective planning and synchronization of activities are crucial for the successful implementation of your project.

ACTIVITIES IMPLEMENTATION SCHEDULE > An activities implementation schedule or work plan provides all of the organizational details of your activity and a complete picture of how the project will be coordinated from the beginning to the end. The plan must cover the entire duration of the project, as expressed in Section 4 (About the Project), and should not present any periods of time without activities.

The work plan is also essential in cross-checking the project’s objectives with its budget. Is the implementation of activities helping to reach the stated objectives? Are the allocated resources for each activity sufficient and are they accounted for in the budget in Section 8 (Budget)?

It is important to remember that if your project is approved for IFCD funding, you will most likely receive 50% of the total amount approved in the beginning of the project, another 30% mid-way through the project and the remaining 20% once all activities have been completed and the final reports are submitted. In that respect, it would be useful for the project team to devise a preliminary monthly plan of cash inflow and outflow to make sure that the necessary funds are available and, if necessary, can be advanced by the applicant to allow for the timely implementation of activities.



Please note that the project implementation period should be between 12 and 24 months and that all projects shall begin in March 2017 at the earliest. UNESCO cannot issue contracts for approved projects prior to this date.

INDICATORS > An indicator is used to check that an activity has been carried out, an output produced, or an objective achieved. In essence it is a direct or indirect measure that verifies to what extent the expected results have been fulfilled. Each indicator should be clearly defined in qualitative and/or quantitative terms as well as disaggregated by gender, to the extent possible.

MEANS OF VERIFICATION > The means of verification refer to where you would look to find evidence for whether an activity has been carried out, an output produced, or an objective achieved – i.e. the source of the information for the measurements or verification specified by the indicator.

Expected results, indicators and means of verification are also essential in helping you monitor your project activities. Do you have any provisions in place for modifying activities throughout the implementation of the project as expected results are benchmarked against obtained results using your indicators? More than 20% variation between expected and obtained results should draw your attention to potential problems or challenges in the design and/or implementation of activities.

LOCATION > Indicate the exact location (community, city and/or country) where the project's activities will take place.

BENEFICIARIES > Beneficiaries are people (or groups of people) who reap a benefit as a result of the implementation of your programme/project. Generally, the beneficiaries include the participants who will benefit directly from their involvement in the project. In addition, there will be indirect beneficiaries, who may not be active in the project but whose lives will be affected nonetheless.

The reason(s) for which each beneficiary group will benefit from the implementation of the project must be clearly outlined. Furthermore, each beneficiary group must be clearly and precisely identified, quantified and qualified as well as disaggregated by gender to the extent possible. Groups labelled as “citizens”, “musicians”, or “the youth” are not sufficiently detailed to convey the benefits that will be realized by the proposed project. For example, instead of just referring to “youth”, geographic, demographic and quantitative clarity can be given to the beneficiary group by citing that 300 adolescent males and females aged 13 to 16 in the Caspaya Valley will benefit from the project through a series of capacity-building workshops that will help them learn film editing.



*You may add as many **Activities** as required, by using the button “Add another activity for the result”.*

7. SUSTAINABILITY

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Project Description

- ▶ 4. About the Project
- ▶ 5. Contribution to the IFCD's expected results
- ▶ 6. Expected results and main activities
- ▼ **7. Sustainability**

Sustainability in projects should be considered in relation to ongoing results, effects and outcomes of the project. Sustainability is about:

1. Building relationships on an on-going basis – through communication, building trust, reciprocity and showing commitment;
2. Developing diverse funding sources – including grants, fees for services, volunteers, donations, active fundraising campaigns, etc.;
3. Being flexible – capacity to accommodate change by incorporating on-going evaluation into project evaluation.

What measures/steps will you put in place to ensure that your project long-term objectives can be met?

Examples of these measures/steps can include expanding partnerships, mobilizing additional resources, engaging government counterparts to influence policy and strategy development.

What measures/steps will you take to follow up with the beneficiaries of the project after its completion?

◀ Done with Project Description - Back
✓ Save draft
✓ Save & close
Done with Project Description - Next ▶
🗑 Delete

Note 7: SUSTAINABILITY > In the long term, chances are great that your project will no longer be supported through IFCD funding. If it is successful, it is likely that it will not be thought of as a “project” at all. Instead, it might be included in the regular operations of your organization. Or, if it was a one-time event, such as a training seminar, the event itself will be over, but the expected results (increased skill level of participants) will be carried forward to new personnel. This transition of the relatively short-term project to regular community life or organizational operations is referred to as “sustainability”. This means that you need to examine longer term possibilities, opportunities and challenges when developing and implementing your project.

There are a few things you can do to integrate aspects of sustainability into your project from the start:

- Communicate – make sure that people are aware of your project from the beginning by promoting activities and results and incorporating communication strategies when possible;
- Encourage community/organizational/public involvement – to the extent possible, involve people from all parts of the community. Create opportunities for participation, collaboration and sharing. Educate and inform the public and policymakers (when possible), and provide training and leadership opportunities;
- Create a diverse base for project funding – seek financial support from multiple sources and multiple levels to reduce reliance on a sole funding source/type.

Finally, it is important to keep in mind that sustainability is not just about more money, it is about:

- Building relationships on an on-going basis – through communication, building trust, reciprocity and showing commitment;
- Diverse funding sources – including grants, fees for services, volunteers, donations, active fundraising campaigns, etc.;
- Flexibility – capacity to accommodate change by incorporating on-going evaluation into project evaluation.

8. BUDGET

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Budget Planning

8. Budget

8.1. Budget summary

Total funding requested from the IFCD (not exceeding US\$ 100,000) *

\$ 0

Total co/self-funding income

\$ 0

Total project cost

0.00

Note 8.1: BUDGET SUMMARY > Total funding requested from the IFCD cannot exceed US \$100,000. Even though co/self-funding is not obligatory, it is strongly encouraged as a means to advance the sustainability of the project.

8.2. Budget breakdown

Please fill in the table below with information on all foreseen expenditure items and their cost in USD. Please note that you should only use the sections relevant to your project and adapt them as necessary. If the funds requested from the IFCD are meant only to cover a portion of a larger project, please specify the amount that will be IFCD and self/co-funded. Please note that at the end of the project, all original invoices and supporting documents must be sent to UNESCO. A pro forma invoice for equipment will be required. Overhead costs should not exceed 30% of the total budget. Expenditures such as the purchase of a vehicle or construction/renovation of a building are not eligible for IFCD funding.

Expenditure category	Type of Expenditure	Description	Related Activity/ies
- Select -	- Select -	Please specify	Select Some Options

Cost for Unit (USD)	Unit	Number of Units	Total Cost (USD)	Amount funded by IFCD (USD)
	per day, per persc			

Add Item

Type of Expenditure	Description	Related Activity/ies	Cost for Unit (USD)	Unit (per day, per person, per item, ...)	Number of Units	Total Cost (USD)	Amount co/self funded (USD)	Amount funded by IFCD (USD)
Salaries / fees								
Subtotal						0.00	0.00	0.00
% of the Grand Total						0	0	0
Travel and per diem								
Subtotal						0.00	0.00	0.00
% of the Grand Total						0	0	0
Equipment and supplies								
Subtotal						0.00	0.00	0.00
% of the Grand Total						0	0	0
Communication								
Subtotal						0.00	0.00	0.00
% of the Grand Total						0	0	0
Other costs and services								
Subtotal						0.00	0.00	0.00
% of the Grand Total						0	0	0
Overhead								
Subtotal						0.00	0.00	0.00
% of the Grand Total						0	0	0
Grand Total						0.00	0.00	0.00
Percentage of Grand Total						0	0	0

Note 8.2: BUDGET BREAKDOWN > Resources or inputs necessary to carry out activities each have an attached cost attached. A budget is an estimate of the total costs of these inputs, namely the total expenses you are likely to incur in implementing your project. You are seeking to make an informed guess about the costs you will incur based on the best data that you have available. A budget should convey the following:

- The likely cost of each main item attached to each activity for each period of the project;
- The way in which you have calculated the costs;
- The amount that you are expecting the donor agency to contribute;
- The amount that your organization (self-funding) and other agencies/ organizations/ donors (co-funding) will be contributing.

It is unfortunate that too often project leaders approach their work on the budget towards the end of the project development phase. Since the design and implementation of activities are closely linked to the development of the budget, the earlier budget considerations are taken into account, the better.

There are many ways and approaches you can take to prepare your budget. Below are some suggestions:

1. List items – looking at the activities involved in your project in Section 6 (Project expected results and activities), list all the possible items of expenditure. What is most important in this phase is that you are as comprehensive as possible in accounting for all of the expenses you are likely to incur throughout the implementation of your project.
2. Group expenses under main headings of expenditure – In the budget table, each main heading of expenditure (i.e. 1.Salaries/fees, 2. Travel and per diem, 3. Equipment and supplies, etc.) has been broken down into different category of expenses. For example, you may see that the following categories: 1.1 Project staff, 1.2 Contractor/ subcontractor/ consultant/ expert, 1.3 Administrative/support staff, are presented under the heading “1.Salaries/fees”. You are not obliged to fill in all the different categories of expenses. However, for those categories of expenses that concern your project, you should specify the exact expense items in the *Description* field, as shown below:

1. Salaries/fees (*Main heading of expenditure*)
 - 1.1 Project staff (*Category of expenses*)

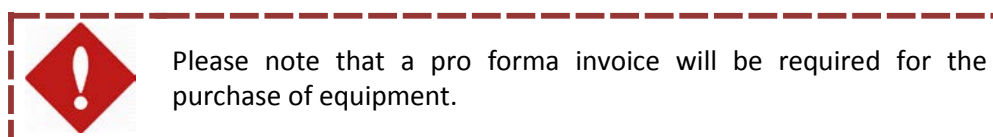
(*Examples of expense items that could be specified by the applicant in the “Description” column*)

 - 1.1.1 Project manager
 - 1.1.2 Communication officer
 - 1.1.3 Financial officer

Etc.



You may add more expenses by clicking on the “Add item” button.



3. Related Activity/ies – please choose from the dropdown menu the activity/ies (that you previously added in Section 6) which justify this expenditure.
4. Note costs per unit – using the best available information/research/comparables, indicate the per-unit cost of each input. For example, if you need to print 1800 brochures, and for this you need to purchase 8 reams of paper, please note the price per ream of paper.
5. Determine the unit – In this column, you must choose a type of unit from the suggestions in the dropdown menu (per person, per day, per week, per month, per ticket, per item) or insert a new type, if needed.

6. Determine the number of units – estimate the quantities of each input you will need. In taking the example from step 4, the number of units would be 8.
7. Consult colleagues and project team – ask yourself, “if I had these resources, would I be able to carry out all the activities that I have described in the proposal?” Consult your colleagues in this process, a fresh pair of eyes always helps to avoid omissions.
8. Check final calculations – it’s easy to make errors, double-check your numbers and totals.



*In order to complete the **budget table**, you must fill in the following fields: “Expenditure category”, “Type of expenditure”, “Description”, “Related activity(ies)”, “Cost for Unit (USD)”, “Unit”, “Number of Units” and “Amount funded by IFCD (USD)”. Then press the button “Add item”. The budget table will **automatically reflect** the information from the corresponding fields.*



Please note that:

- The **Total cost** column is automatically calculated by multiplying the amount you enter in the columns **Cost for Unit** and **Number of Units**.
- The **Amount co/self-funded** is automatically calculated by subtracting the **Amount funded by the IFCD** from the **Total Cost**.

8.3 Co-funding and self-funding

If any, please list all sources of co-funding and self-funding. Please indicate whether or not additional resources are already available or when they are likely to become available. Written confirmation of co-funding and self-funding may be requested.

Source

Description

Amount

\$

Status of funding

- None -

✕ Remove

+ Add another item

8.4 Non-financial contribution

If any, please indicate the kind and the source

Source

Description

Kind

✕ Remove

+ Add another item

8.5 Financial management

If any, please indicate what actions have been foreseen to ensure financial accountability (e.g. involvement of a financial officer).

9. Funding from UNESCO

◀ Done with Budget Planning - Back

✓ Save draft

✓ Save & close

Done with Budget Planning - Next ▶

✕ Delete

Notes 8.3 and 8.4: CO-FUNDING AND SELF-FUNDING > Co-funding (financial contributions from other agencies/ donors/ organizations) and self-funding (financial contributions from the applicant itself) are not obligatory, but strongly encouraged. If it is the case that the proposed IFCD project is part of a larger project that is being implemented, all other sources of funding for the larger project must also be cited.

NON-FINANCIAL CONTRIBUTION > Non-financial contributions add value to the net pool of assets required to implement a project without the transfer of money. In essence they are non-cash inputs that can be given comparable cash value. The inputs can be in the form of goods, commodities and/or services.



*You can add more sources of **Co-funding**, **Self-funding** and **Non-financial contribution** by using the button “Add another item”.*

Note 8.5: FINANCIAL MANAGEMENT > The ongoing management of cash and other assets is a critical area of focus in order to achieve the project’s objectives efficiently, effectively and accountably.

A system of sound financial management should be characterised by implementing a coherent set of accounting procedures and standards which reveal that monies are spent in accordance with the proposed budget, that all transactions are recorded accurately, and that a complete audit trail exists to facilitate a post expenditure review.

The involvement of a financial officer in the implementation of the project is strongly encouraged.

9. FUNDING FROM UNESCO

8. Budget

9. Funding from UNESCO

9.1 Previous funding from the IFCD

Title of the project

Period

Amount of funding \$

Remove

Add another item

9.2 Previous funding from UNESCO for similar or related projects (either from UNESCO Headquarters, a Field Office or an Institute) to implement project(s) similar to or related to the project that you are currently proposing

Title of the project

Period

Amount of funding \$

Remove

Add another item

9.3 Current applications

Are you currently applying for other UNESCO funds? *

Yes

No

Done with Budget Planning - Back

Save draft

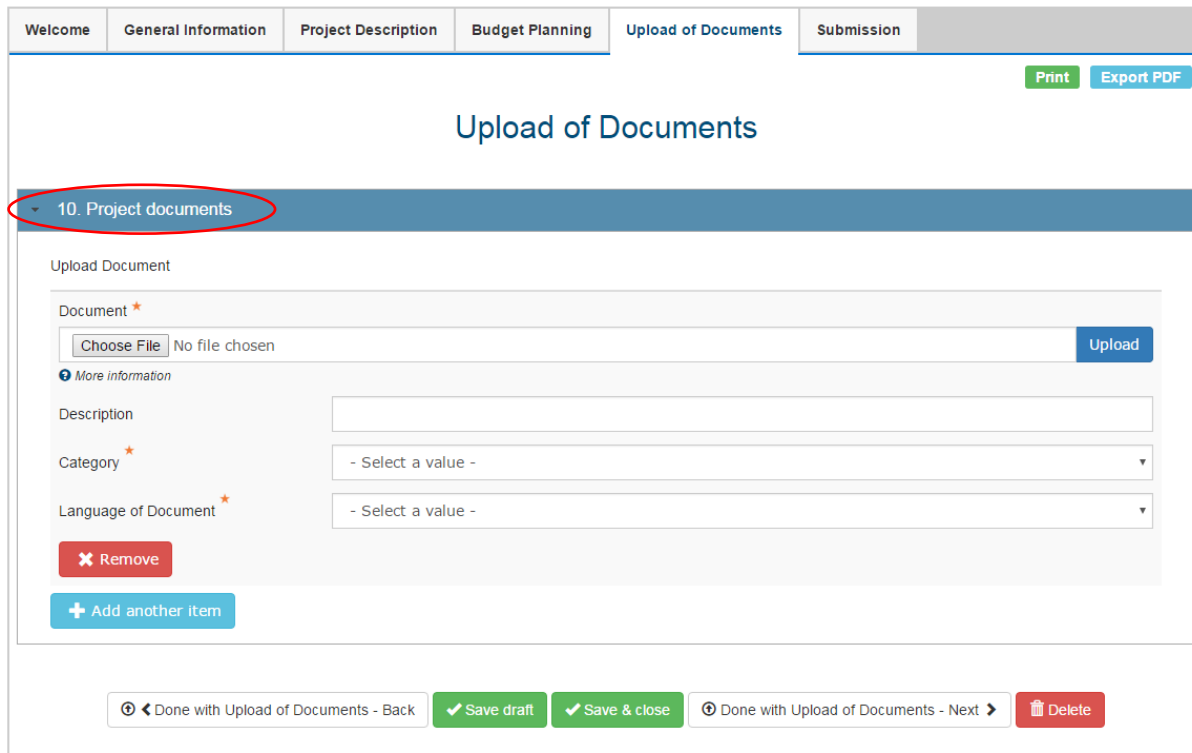
Save & close

Done with Budget Planning - Next

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Note 9: FUNDING FROM UNESCO > Please do not list information related to contracts received through other specialized United Nations organizations. Only previous contracts issued by UNESCO, its Field Offices and/or its institutes, as well as current applications, should be described here.

10. PROJECT DOCUMENTS



Note 10: PROJECT DOCUMENTS > Please attach the following required documents according to the different type of applicant, before submitting the application. Without these documents, your application will be considered incomplete.

For Parties and Non-governmental organizations (NGOs)

- i) **Official document** demonstrating that your organization is a public authority/institution or an NGO from a developing country that is a Party to the UNESCO 2005 Convention, with a translation of this document into English or French if necessary;

For International non-governmental organizations (INGOs)

- i) Applications by INGOs must demonstrate a **sub-regional, regional¹ or inter-regional** impact through **letters of support** from governmental authorities from each of the beneficiary countries in the targeted sub-region/region(s) that ensure the project is relevant and meets the beneficiary's needs and priorities;

The INGOs are also required to demonstrate the **international character of the organization** through the following documents:

- ii) **Official document** proving your legal status as an international NGO;
- iii) Document demonstrating that **membership** (both institutional and individual) is **international** such as a list of members of the organization and the countries of origin;

¹ In the context of the IFCD funding process, regional refers to a group or cluster of countries, not a territory within a single country.

- iv) Document proving that **recent activities** have been carried out in **several countries** around the world.

All these documents should be accompanied by a **translation into English or French if necessary**.



When uploading the documents, please make sure that you select the corresponding category (type of document) and that you specify the document language. Please note that if the language is neither English nor French you must add a translation.

SUBMIT PROPOSAL

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Submission

Submit proposal

Please check the two boxes below: *

☒ Commit to respect the provisions of paragraph 25 of the Guidelines.

Paragraph 25 of the Guidelines on the Use of the Resources of the International Fund for Cultural Diversity states: "The beneficiaries shall submit a mandatory descriptive, analytical and financial report on the execution of the project and the realization of expected results to the Secretariat. The report must be presented using the reporting forms provided by the Secretariat in order for the beneficiary to receive its final payment. No financial contributions for new projects will be allocated to beneficiaries who have not received their final payment."

☒ Certify that all information contained in this application is truthful. I also certify that any documents provided in support of my application are authentic and accurate.

Before submitting your application please ensure that you have:

- duly answered all questions and,
- attached all required documents indicated in the "Project documents" section.

Please pay close attention.
Your application will only be submitted once you click on the submit button. A confirmation e-mail will be sent to you confirming the submission of your proposal.

Signature

Date

8/2/2016

E.g., 8/2/2016

Full Name of the representative of the applicant as Signature *

Please note that your application must be signed to be valid

Submit
Delete

Applicants should be aware that random evaluations of projects can take place at any time during the implementation phase to ensure that results reported in reports are coherent with realities on the ground.



*In order to finalize and submit your application, you will have to check the two boxes accepting the terms of condition and sign the name of the representative of the applicant as the signature on the IFCD On-line Application Platform. Then, click on **SUBMIT**.*