

International Fund for Cultural Diversity

Pre-selection Guide

International Fund for Cultural Diversity
Section of the Diversity of Cultural Expressions
Division for Creativity
Culture Sector

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Introduction

What are the objectives of this guide?

The purpose of the International Fund for Cultural Diversity Pre-selection Guide is to help those in charge of pre-selection of applications to the International Fund for Cultural Diversity (IFCD) at the national level carry out their duties effectively by providing guidance based on experience from previous funding cycles.

Who is it for?

The guide is intended for use by the National Commissions for UNESCO and the members of the IFCD Pre-selection Panel, which is set up by National Commissions for UNESCO - or other official channel designated by the Party - from developing countries that are Parties to the UNESCO 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005 Convention). The members of the IFCD Pre-selection Panel in each country are the National Commission for UNESCO, the national point of contact for the 2005 Convention, representatives of the Ministries of culture, labour, industry, trade, education, foreign affairs, etc., and from chambers of commerce, academia and civil society organizations.

How to use this guide

The IFCD Pre-selection Guide presents, in a simple and practical manner, the IFCD, its objectives and the areas in which it operates. Furthermore, as well as offering an overview of the application, pre-selection and evaluation procedure, the guide focuses on helping members of the IFCD Pre-selection Panel to successfully assess and pre-select IFCD applications at the national level. It offers the reader direct access to the information needed at the different stages, guiding the submission of pre-selected applications to the UNESCO Secretariat through the IFCD On-line Platform.

What is the International Fund for Cultural Diversity?



The International Fund for Cultural Diversity is a multi-donor voluntary fund established under Article 18 of the UNESCO 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions. Its purpose is to promote sustainable development and poverty reduction in developing and least developed countries that are Parties to the 2005 Convention.

Valuable contributions, mainly from governments, have enabled the IFCD to provide around US \$5.8 million in funding in the period 2010-2015 for 84 projects in 49 developing countries. These projects cover a wide range of areas, from developing and implementing cultural policies to capacity-building of cultural entrepreneurs, mapping of cultural and creative industries and creating new cultural industry business models.

What are the IFCD's main objectives?

The main objective of the IFCD is to invest in projects that lead to structural change through:

- The introduction and/or development 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; and
- The strengthening of professional capacities and organizational structures to support viable local and regional cultural industries and markets.

What is the UNESCO 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions?



The UNESCO [2005 Convention](#) is a legally binding international treaty that ensures that artists, cultural professionals and practitioners, as well as citizens, can create, produce, disseminate, and enjoy a broad range of cultural goods, services, and activities, including their own. It was adopted because the international community was urgently calling for the implementation of international law that would recognize:

- The distinctive nature of cultural goods, services and activities as vehicles of identity, values and meaning; and
- That while cultural goods, services and activities have important economic value, they are not mere commodities or consumer goods that can be regarded only as objects of trade.

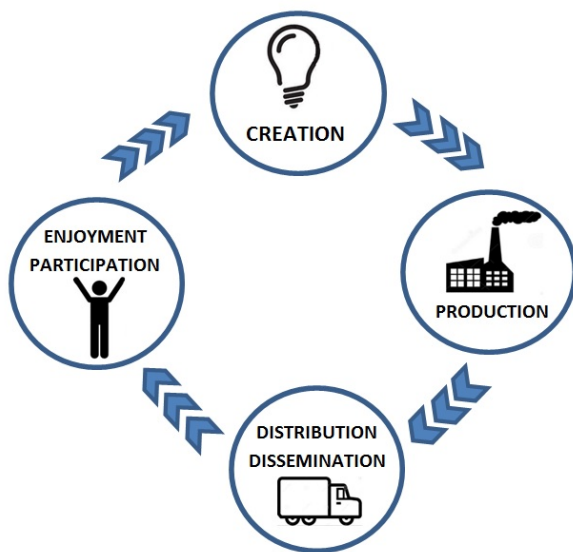
It supports mechanisms that foster creativity and the emergence of dynamic cultural and creative sectors as a tool for inclusive economic and social development, including those that foster local production, the development of local markets and access to platforms for their distribution and exchange worldwide.

You can find more information on the Convention at:
<http://en.unesco.org/creativity/convention>.

What do we mean by “diversity of cultural expressions”?

According to Article 4 (“Definitions”) of the 2005 Convention, “cultural diversity” refers to the manifold ways in which the cultures of groups and societies find expression. These expressions are passed on within and among groups and societies. The IFCD promotes the diversity of cultural expressions so that it is manifested through diverse modes of artistic creation, production, dissemination, distribution and enjoyment, whatever the means and technologies used. These manifestations include expressions transmitted through cultural goods, services and activities, whether by words (literature, spoken word), sound (music), images (photos, paintings, films), movement (dance, theatre) or objects (sculpture, design, crafts) and in any format (live, printed, audio-visual, digital).

What is the cultural value chain?



The cultural value chain stretches from the original idea for a product or service all the way through to its consumption and enjoyment by the audience. It shows that a great number of stakeholders are involved: creators, producers, distributors, public institutions, professional organizations, etc.

The cultural value chain is composed of the following stages:

- **Creation** refers to the invention, exploration and conception of the content that forms the raw material for cultural industries. Examples: composing a tune or writing a literary text.

- **Production** is the assembly of all the elements (supplies, equipment and professionals) necessary for the material realization of cultural goods, services and activities. Examples: shooting a movie or recording a song.
- **Distribution/Dissemination**: involves bringing cultural goods, services and activities to the public. Examples: marketing an e-book or a live theatre performance.
- **Consumption/Participation** is the audience's use and enjoyment of cultural products and participation in cultural experiences. Examples: dancing or visiting a visual arts gallery.

The following three transversal domains may also be included for their key role in the culture value cycle: education and training; archiving and conservation; and equipment and supporting materials.

The cultural value chain is a continuous, interdependent and flexible model. Depending on the nature of each cultural expression, some stages may be conflated, or more important than others, or even absent. As such, the interactions and inter-linkages between the different phases are complex.

What are the cultural and creative industries?



Cultural and creative industries are those sectors of activity that have as their main objective the creation, production, distribution and consumption of goods, services and activities that have cultural and artistic content.

In accordance with Article 4 (“Definitions”) of the 2005 Convention, the term “cultural industries” refers to industries producing and distributing cultural goods or services. “Cultural activities, goods and services” refers to those activities, goods and services, which at the time they are considered as a specific attribute, use or purpose, embody or convey cultural expressions, irrespective of the commercial value they may have. While cultural goods are

defined as consumer goods that convey ideas, symbols and ways of life, i.e. books, magazines, multimedia products, software, recordings, films, videos, audio-visual programmes, crafts and fashion, cultural services are aimed at satisfying cultural interests or needs. They do not represent material cultural goods in themselves but facilitate their production and distribution. For example, cultural services include licensing activities and other copyright-related services, audio-visual distribution activities, the organization and promotion of performing arts and cultural events, and also cultural information services.

The dual economic and cultural nature of cultural goods, services and activities has been recognized by the global community. They are bearers of identity, values and meaning, as well as drivers of inclusive economic and social development.

The main characteristics of cultural and creative industries are:

- They are at the intersection of the economy and culture.
- They have creativity at the core of their activities.
- They have artistic or cultural content.
- They are about innovation and creative renewal.

How to understand effective policy development?



Effective policy development has the following characteristics:

- It is **evidence-based**: decisions by policy-makers are based upon the best available evidence from reliable sources;
- It is **inclusive**: the process involves and meets the needs of all those affected by the policy;
- It is **holistic**: it looks beyond institutional boundaries, involving stakeholders from different sectors to deliver cross-cutting objectives; and
- It is **forward-looking**: policy-makers take a long-term view to ensure the impact of the policy.

The IFCD aims to create a policy environment that promotes the diversity of cultural expressions through the development of policies and strategies that have a direct effect on the creation, production, distribution and access to cultural goods, services and activities.

Sustainable development and sustainability

Sustainable development is “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”¹.

The economic, cultural, social and environmental aspects of sustainable development are complementary. It is essential that culture is integrated into national policies, including development policies, at all levels (local, national, regional and international), as it contributes to the protection and promotion of the diversity of cultural expressions, fosters universal access to, participation in and enjoyment of creation and production of cultural expressions, especially for disadvantaged groups, and realizes the full potential and contribution of cultural industries to sustainable development, economic growth and the promotion of decent quality of life through the creation, production, distribution and dissemination of cultural expressions, among many other benefits².

One of the guiding principles of the 2005 Convention is the principle of sustainable development: the protection, promotion and maintenance of cultural diversity are essential requirements for sustainable development for the benefit of present and future generations³.

In the context of the IFCD, “sustainability” refers to the ongoing results, effects and outcomes of the project that imply the transition of the relatively short-term project into regular community life or organizational operations. Sustainability in projects should be considered in relation to various aspects of project implementation that could lead to attaining its long-term objectives, including: i) involving a wider organizational community and building relationships on an ongoing basis, through communication, building trust, reciprocity and showing commitment; ii) developing diverse funding sources, including grants, fees for services, volunteers, donations, active fundraising campaigns, etc. – and seeking financial support from multiple sources to reduce reliance on a sole funding source;

¹ World Commission on Environment and Development, 1987. Our Common Future. Available at: <http://www.un-documents.net/our-common-future.pdf>.

² “Operational Guidelines for the Integration of Culture in Sustainable Development” of the 2005 Convention. 2009. Available at: http://en.unesco.org/creativity/sites/creativity/files/Conv2005_DO_Art_13_EN.pdf.

³ Article 2. Guiding principles, “Basic Texts of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions”. 2013. Available at: <http://unesdoc.unesco.org/images/0022/002253/225383E.pdf>.

and iii) being flexible, with the capacity to accommodate change by incorporating on-going evaluation into project evaluation.

Structural change

In the context of the IFCD, structural change is interpreted as meaning: i) changes in government policy, legislation or the regulatory environment; or ii) far-reaching changes in public and professional organizational structures (e.g. the transfer of authority for a particular area from one public/professional agency to another or to a third party); or iii) changes in the way government and regulatory authorities function (e.g. providing information, streamlining or introducing new procedures or improving their capacity to provide services).

North-South-South and South-South cooperation

The term North-South generally describes a geographical and socio-economic division, in which the north broadly represents the more developed regions including North America, Western Europe and developed parts of East Asia, and the south broadly represents the less developed countries in Africa, Asia, Latin America and the Caribbean, and the Middle East.

South-South Cooperation (SSC) is a broad concept that covers a wide range of collaborations among developing countries. It refers more specifically to cooperative activities between newly industrialized Southern countries and other, less developed nations of the South. The aim of SSC is to promote self-sufficiency among Southern nations and to strengthen economic ties among States whose market power is more equally matched than in asymmetric North-South relationships.

North-South-South Cooperation (NSSC) (also called trilateral or triangular development cooperation) is a new mode of cooperation whereby aid is channelled through institutions in countries in the developing world in order to support development projects in low-income countries. It is relatively new and different because most of the development aid goes through the bilateral route (North-South) with a large amount being channelled through inter-governmental organizations.⁴

⁴ Rosseel, et.al., 2009. Approaches to North-South, South-South and North-South-South Collaboration. A Policy Document. Available at:
https://lirias.kuleuven.be/bitstream/123456789/229636/1/POLICY_PAPER_VLIR_UWC_NSS.pdf

The IFCD is mainly concerned with more direct cooperation among governments and NGOs from developing countries (South-South and North-South-South cooperation). The input from the North, typically from a public authority/institution or NGO, rather takes the form of sharing know-how, and contributing to the exchanges with its own knowledge and resources.

The IFCD supports projects from developing countries that:

- Introduce, review or develop policies and strategies that have a direct effect on the creation, production, distribution of and access to a diversity of cultural goods, services and activities; and / or
- Strengthen professional capacities and organizational structures to support viable local and regional cultural industries and markets.

In line with the IFCD Results-Based Management Framework (Annex 1, available in page 38 of this guide), the IFCD aims to achieve three outcomes through its support to projects that undertake the following actions:

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

- Establishing inter-ministerial and cross-sectoral committees to develop cultural policies
- Engaging civil society in policy research and development processes
- Developing strategic action plans to implement cultural policies
- Enacting national cultural policy reform

Dynamic Policy Action: IFCD helps to bring Togo's cultural sector back to life

Watch the project film: <https://youtu.be/V975AkeozY4>

What: Gather local authorities, researchers and civil society together to develop a strategic action plan for the culture sector

When: February 2012 – March 2013

Where: Togo

Why: To implement the cultural policy adopted by the Council of Ministers of Togo in March 2011

IFCD Funding: US\$ 98,698

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

- Introducing innovative cultural industry business models and promoting the use of digital technologies to enhance the creation, production, distribution and consumption of cultural goods, services and activities
- Improving access to local and international markets for cultural goods and services

- Promoting gender equality and the participation of youth and previously excluded social groups in the cultural and creative industries

[Access to markets: IFCD is empowering musicians to build a better future](#)

Watch the project film: <https://youtu.be/VgLSVyJF1UU>

What: Capacity-building, access to technology and direct support to young and emerging musicians in Tajikistan

When: February 2012 – September 2013

Where: Tajikistan

Why: To strengthen Tajikistan's music sector and promote the access of emerging artists to the local market

IFCD Funding: US\$ 85,000

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

- Fostering North-South-South and South-South cooperation in the cultural industries
- Strengthening professional networks and fostering multi-stakeholder partnerships
- Assessing the needs, challenges, opportunities and strengths of local cultural policies and/or industries through surveys
- Mapping and measuring the social and economic contribution of the cultural industries
- Strengthening local capacities for business development and cultural entrepreneurship through workshops and training in cultural management, business administration, fundraising and marketing

[Emerging Cultural Entrepreneurs: Joining forces with the IFCD, Guatemala is turning creative ideas into reality](#)

Watch the project film: <https://youtu.be/BNYRAiYp-YA>

What: Strengthen the capacities of young indigenous cultural entrepreneurs in Guatemala.

When: February 2012 – March 2013

Where: Guatemala

Why: To tap into the creative sector as an important source of sustainable development and employment creation

IFCD Funding: US\$ 98,610

For an idea of the type of projects that have received funding from the IFCD in previous funding cycles, please visit our website (<http://en.unesco.org/creativity/ifcd/funded-projects>).

You can also refer to the statistics on IFCD funded projects:

<http://en.unesco.org/creativity/ifcd/discover-projects/statistics-ifcd-funded-projects>

What are the basic requirements for funding requests to be eligible?

- The application must be submitted in English or French through the IFCD On-line Platform available at: <http://en.unesco.org/creativity/ifcd>
- All projects must be implemented in one or more developing countries that are Parties to the 2005 Convention (the complete [list of eligible countries](#) can be found on the IFCD website.
- Applications from International Non-governmental Organizations (INGOs), which do not need to undergo the pre-selection process at the national level, have to be implemented in two or more developing countries that are Parties to the 2005 Convention.
- The project implementation period shall be between 12 and 24 months, with the projects beginning, at the earliest, in March of the year following the approval of the project by the Intergovernmental Committee.
- The maximum amount that can be requested from the IFCD per project is US \$100,000.
- Expenditures for project-related overhead costs are limited to a maximum of 30% of the total project budget.

What type of projects does the IFCD not support?

- Projects related to the conservation, protection and promotion of tangible cultural heritage. Applications for such projects can be made to the UNESCO World Heritage Fund (<http://whc.unesco.org/en/funding>).
- Projects related to the safeguarding of intangible cultural heritage, such as oral traditions, social practices, rituals and the knowledge and skills to produce traditional crafts. Applications for such projects can be made to the UNESCO Fund for the Safeguarding of the Intangible Cultural Heritage (<http://www.unesco.org/culture/ich/>).
- Projects that focus on the production of cultural and artistic works and events, such as producing a film, organizing a cultural festival or setting up an art exhibition. Applications for such projects can be directed to the UNESCO International Fund for the Promotion of Culture (<http://en.unesco.org/ifpc/>).
- Projects that focus on arts education, including the strengthening of artistic skills within primary and secondary school environments.

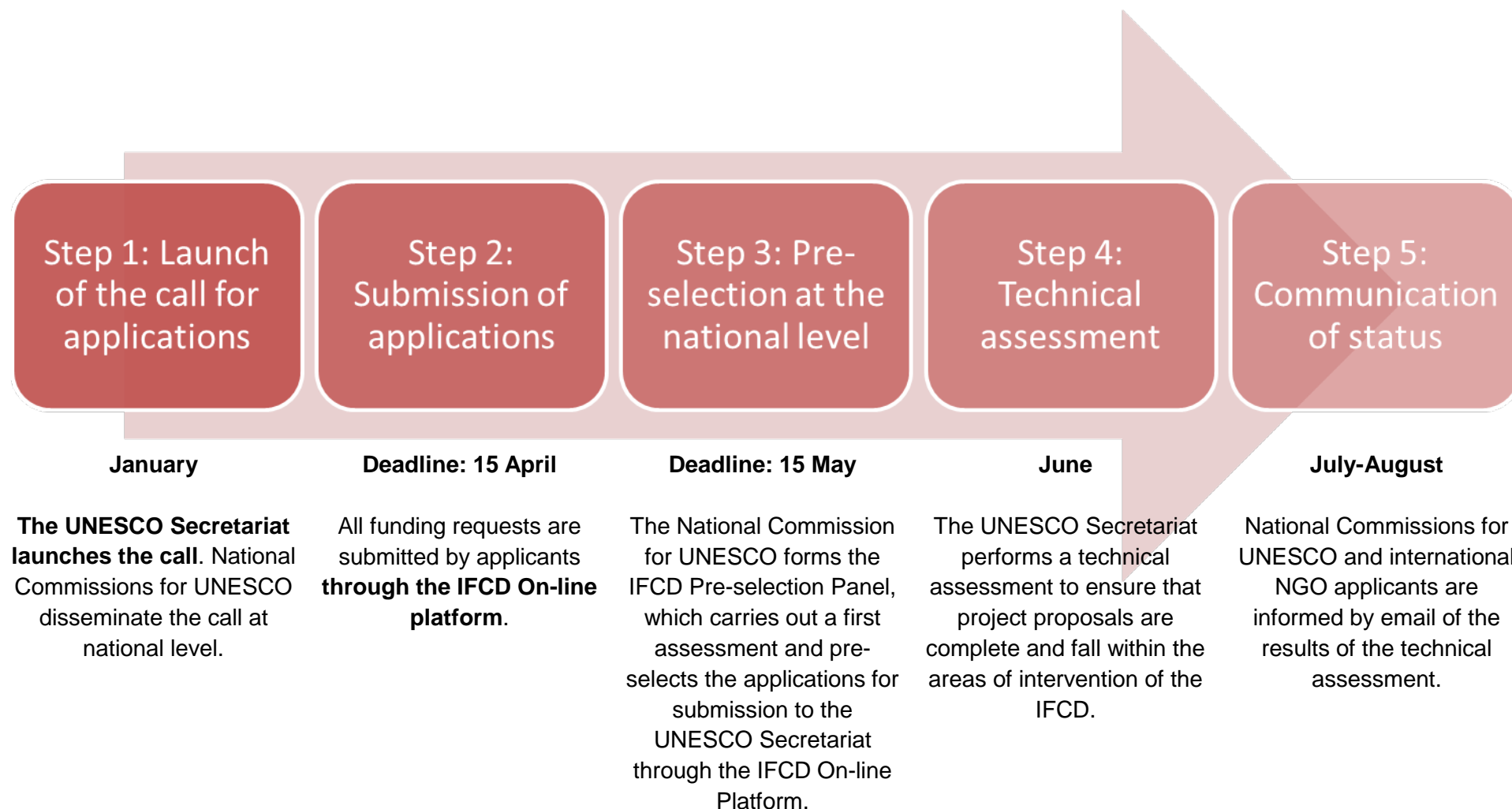
- Projects that focus on cultural tourism.
- Projects that are conceived as scholarships or grants for personal needs.
- Projects that aim to offset a deficit, repay a debt or pay interest.
- Projects that involve physical construction and the restoration of buildings.

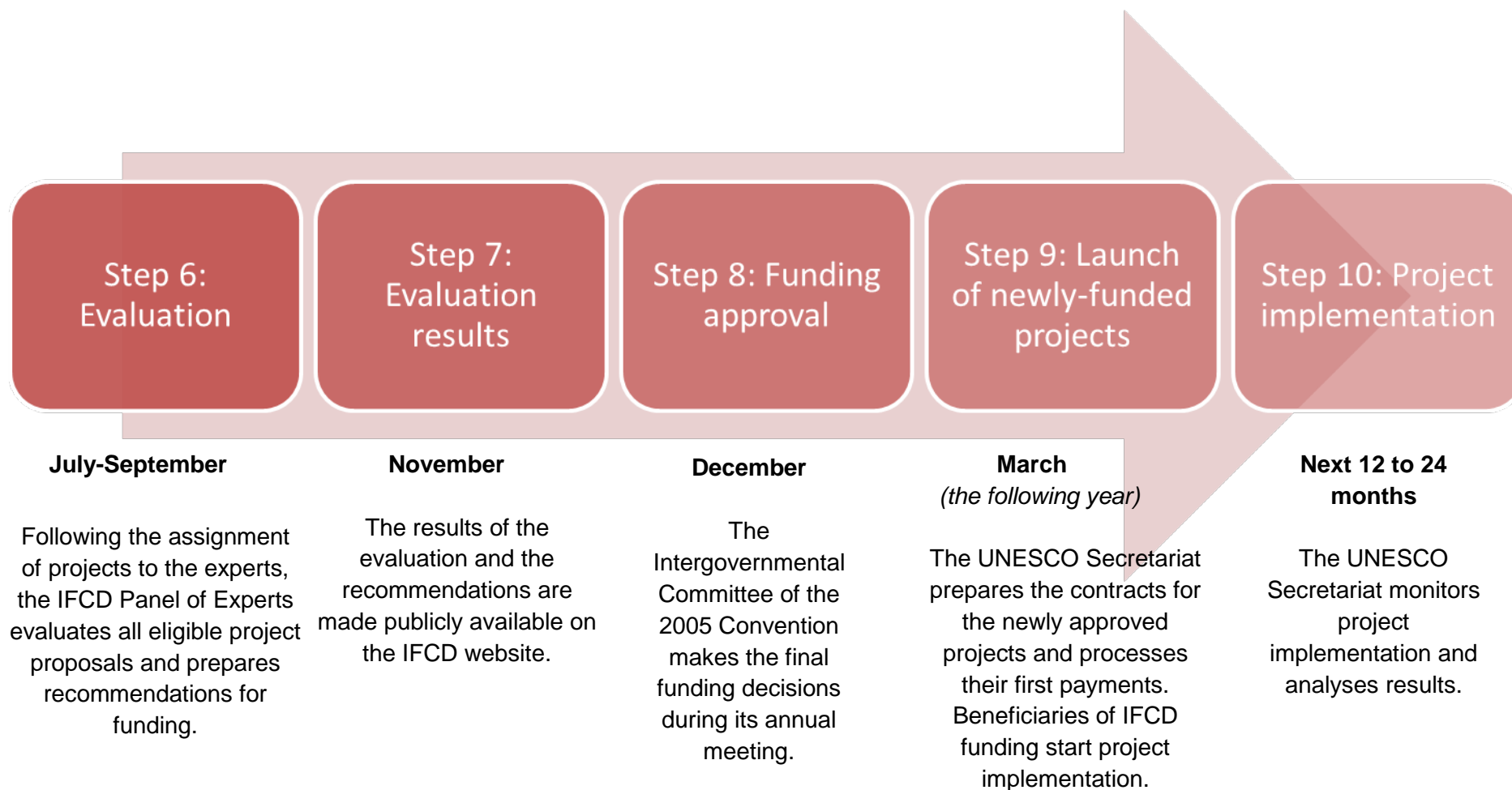
Who can apply to the IFCD?

- Public authorities and institutions from [developing countries that are Parties to the 2005 Convention](#)
- Non-governmental organizations (NGOs) and non-profit organizations (NPOs) from [developing countries that are Parties to the 2005 Convention](#)
- International non-governmental organizations (INGOs), which meet the definition of civil society and criteria regulating admission of its representatives at meetings of organs of the 2005 Convention (Operational Guidelines on the role and participation of civil society), and which present projects that have an impact at the sub-regional, regional or inter-regional level.
- Micro, small and medium enterprises (SMEs) from the private sector active in the cultural field in developing countries that are Parties to the 2005 Convention, up to the limit of funds available from contributions provided by the private sector. So far, the IFCD has not received any contributions from the private sector, therefore applications from SMEs cannot yet be accepted.

Who cannot apply to the IFCD?

- Individuals
- Public authorities/institutions and national NGOs from developed countries
- Public authorities/institutions and national NGOs from developing countries that are not Parties to the 2005 Convention
- Regional integration organizations (organizations constituted by States of a given region or sub-region)
- National Commissions for UNESCO
- Authorities, institutions or organizations participating in the IFCD Pre-selection Panel at the national level.





Who are involved in the process and what are their roles?

The IFCD application, pre-selection and evaluation procedure involves the following stakeholders:

- National Commissions for UNESCO⁵

- . National Commissions disseminate the call for funding requests at the national level.
- . Each National Commission sets up its own IFCD Pre-selection Panel and submits the pre-selected applications to the UNESCO Secretariat through the IFCD On-line Platform.
- . Following the technical assessment undertaken by the UNESCO Secretariat, each National Commission informs the applicants of the status of their application.

- IFCD Pre-selection Panels⁶

- . The IFCD Pre-selection Panels, which are established by the National Commissions for UNESCO, make sure that applications are relevant, meet the country's needs and priorities and have been the subject of consultation among stakeholders.
- . They perform a first assessment and pre-select a maximum of four applications (not more than two from national public authorities/institutions, and not more than two from NGOs, for each eligible country).

- UNESCO Secretariat

- . The UNESCO Secretariat launches the IFCD call for applications and publicizes it in cooperation with the National Commissions and through its networks and website.
- . It performs a technical assessment of applications pre-selected at the national level and those submitted directly by International NGOs to ensure that they are complete and fall within the areas of intervention of the IFCD.
- . Upon completion of the technical assessment, the UNESCO Secretariat submits eligible applications to the IFCD Panel of Experts for evaluation.
- . Following the technical assessment, the UNESCO Secretariat informs National Commissions for UNESCO and International NGO applicants of its results.

⁵ UNESCO is the only United Nations Agency to have a global network of national cooperating bodies known as National Commissions for UNESCO. They are set up by their respective governments and operate, on a permanent basis, for the purpose of associating their governmental and non-governmental bodies in education, sciences, culture and communication with the work of UNESCO. Presently, there are 199 National Commissions for UNESCO across the world.

⁶ According to Article 12.2, Pre-selection process at the country level, of the Guidelines on the Use of the Resources of the IFCD, "National Commissions or other official channels designated by the Parties shall form a pre-selection panel made up of, in particular, Ministries of Culture and/or other Ministries responsible for the cultural industries, and members of civil society organizations specializing in the field of culture to evaluate and pre-select projects to be submitted to the Secretariat". Available at: http://en.unesco.org/creativity/sites/creativity/files/Guidelines_IFCD_EN_0.pdf

. Once an application has been approved by the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions (Intergovernmental Committee), the UNESCO Secretariat establishes a contract with the applicant for the implementation of the project.

. The UNESCO Secretariat monitors the project implementation and analyses its results.

- IFCD Panel of Experts

. The IFCD Panel of Experts is made up of six international members who evaluate all eligible applications and recommend a list of projects to be funded by the IFCD to the Intergovernmental Committee.

- Intergovernmental Committee

. The Intergovernmental Committee, which is composed of 24 States Parties to the 2005 Convention elected for four years, examines and approves applications for IFCD funding at its ordinary session in December at UNESCO Headquarters in Paris.

Consult the list of current IGC members at:

<http://en.unesco.org/creativity/convention/governing-bodies>

- Beneficiaries of IFCD funding

. Following the approval of funding by the Intergovernmental Committee, the beneficiary confirms its acceptance of the decision – including the proposed modifications, if any.

. It reviews and accepts the terms of reference of the contract to be established between itself and the UNESCO Secretariat in order to receive funding from the IFCD.

. Following the signature of the contract, the beneficiary starts the implementation of the project activities. It is responsible for the management of the activities and the budget, as well as for reporting to the UNESCO Secretariat throughout the duration of the project by submitting a mid-term report, a final results report and a financial report.

. Furthermore, beneficiaries must publicize the support of the IFCD by using the emblem of the UNESCO 2005 Convention in all project-related activities.

In accordance with the revised [Guidelines on the use of the resources of the IFCD](#), National Commissions or other official channels designated by the Parties to the 2005 Convention shall form a **Pre-selection Panel**.

What is it?

The IFCD Pre-selection Panel is a group of national experts set up by the National Commission for UNESCO – or other official channel designated by the Party – which performs a first assessment and pre-selects applications to the IFCD at the national level.

Who takes part in it?

Led by a representative of the National Commission for UNESCO, the IFCD Pre-selection Panel is made up of representatives of the Ministry of Culture and other Ministries responsible for the cultural industries, such as labour, industry, trade, education, foreign affairs, etc. chambers of commerce and academia- and members of civil society organizations specializing in the field of culture.

Recommendations for the composition of the IFCD Pre-selection Panel

- Consider the diversity and balance of the profile of the Pre-selection Panel.
A mixture of expert knowledge and experience is required for the panel to understand, analyse and draw sound conclusions about the application. Consider which sectors the experts represent. It is crucial that cultural policy and cultural industry fields are well represented. Balance involves the even-handed representation of differing points of view from various institutions, whether it be governments, civil society or academia. Take into account competences in more “technical” aspects of the project proposals as well, such as the budget, project management, etc. Socio-demographic characteristics such as gender might also bring different perspectives to bear on the discussion.
- Professional knowledge and experience. When choosing a member of the Pre-selection Panel, the professional knowledge and experience of the expert representing each institution should be taken into consideration. Members of the Panel should be specialized in the fields under evaluation. It is also important for the members to have sufficient time to read all the project proposals in full and take part in the meeting.

- Number of experts. The more people you have, theoretically, the better chance you have of getting the best information to make the best decision. However, a large group may also cause difficulties in terms of practical arrangements such as setting meeting times, and making decisions if discussions are too lengthy. Therefore, the optimal group size for decision-making is normally an odd number, such as 5 to 7 persons.
- Duration of mandate. There are no formal rules for the duration of the mandate of members of the Pre-selection Panel. Each year the National Commission for UNESCO can set up a new IFCD Pre-selection Panel. However, we suggest keeping about two thirds of the experts for a 2-3 year period so that knowledge and experience will accumulate while guaranteeing the rotation of 1-2 experts each year.
- Remuneration. There are no formal rules concerning remuneration for the work of the Panel. Normally this work is not financially compensated. You should be clear about this when inviting experts to take part in the Pre-selection Panel. In any event, the National Commission for UNESCO should facilitate the experts' work by supporting them with all the necessary information and materials.

What is its role?

The IFCD Pre-selection Panel performs a first assessment to make sure that the applications are relevant, meet the country's needs and priorities and have been the subject of consultation among stakeholders.

Following this assessment, it pre-selects up to four applications (not more than two from public authorities/institutions and not more than two from NGOs) which are submitted to the UNESCO Secretariat by the National Commission for UNESCO through the IFCD On-line Platform.

Conflict of interest and confidentiality

The members of the IFCD Pre-selection Panel must assess each application with the fullest confidentiality, impartiality and competence. Those participating in the IFCD Pre-selection Panel should not be put in a situation in which their impartiality might be questioned. A disqualifying conflict of interest exists if a member:

- was involved in the preparation of an application;
- stands to benefit directly should the application be accepted;
- has a close family relationship with the applicant;
- is a staff member, trustee or partner of an applicant institution, organization; or

- is in any other situation that compromises his or her ability to evaluate the proposal impartially.

If a member of the IFCD Pre-selection Panel no longer meets one of the aforementioned conditions, he or she must immediately report the matter to the representative of the National Commission for UNESCO. If such a conflict is found to exist, he or she will be excluded in the same manner as for a disqualifying conflict.

Should a conflict of interest with a member of the IFCD Pre-selection Panel be identified by the UNESCO Secretariat during its technical assessment, all pre-selected applications submitted by the Panel will be deemed non-eligible and therefore disqualified.

Last but not least, members are obliged to maintain the confidentiality of the information contained in the proposals they assess, as well as of the pre-selection process and its outcomes, and to act with strict impartiality.

Unit 7: How to organize the successful pre-selection processing of the IFCD applications

An organization applying to the IFCD has probably spent several weeks preparing an application. The organization deserves the best assessment possible. The assessment and pre-selection provided should be thoughtfully prepared and presented. Here are some tips on how to organize the successful pre-selection processing of IFCD applications.

1. Selecting the IFCD Pre-selection Panel

From January to April (deadline 15 April) each year applicants can submit funding requests through the IFCD On-line Application Platform. It is recommended that during this period the National Commission for UNESCO begin selecting and contacting potential members for the IFCD Pre-selection Panel.

2. Informing the IFCD Pre-selection Panel

Once the members of the IFCD Pre-selection Panel have been identified, the representative of the National Commission for UNESCO shall ensure that all members are familiar with the IFCD and its pre-selection criteria, as well as the current state of affairs with regard to the country's cultural policies and/or cultural industries.

As a first step, the representative of the National Commission should provide the panel with information on all the relevant issues in electronic and/or printed form. The following information is crucial for the Panel members to have read, prior to the pre-selection:

- The IFCD Pre-selection Guide, which in simple language helps those in charge of the pre-selection of IFCD applications at the national level carry out their duties effectively;
- The IFCD Results-Based Management Framework (Annex 1, available in page 38 of this guide), which contains the goals, outcomes and results of the IFCD;
- National policy documents or strategic plans for cultural policies and cultural and creative industries (if relevant);
- Other relevant information on the country context in the field of cultural policies and creative and cultural industries that could help identifying key problems in these areas.

In addition, National Commissions for UNESCO are strongly encouraged to organize a one-day capacity building workshop for the members of the Pre-selection Panel in order to provide them with practical guidance on how to successfully pre-select applications at the national level. Contact the UNESCO Secretariat to learn more about the *IFCD Pre-selection Training Module* if you are interested in organizing one in your country.

3. Technical preparation for the evaluation

Technical assessment

Even though the UNESCO Secretariat will perform a technical assessment of the pre-selected applications to ensure that they are “complete” and fall within the areas of intervention of the IFCD, National Commissions are encouraged to carry out a simple technical assessment of all the projects submitted from the country in question to be sure that non-eligible projects are not pre-selected. The following are the **basic requirements** for an IFCD application to be considered “complete”:

Basic requirements	Yes	No
Application Form submitted either in English or French		
Maximum amount requested is US \$100,000 or less		
Project implementation period is between 12 and 24 months		
All sections of the Application Form are completed		
Official status documents with a translation into English or French, if necessary		
The applicant does not have an ongoing IFCD funded project		

Always check with the UNESCO Secretariat in the event you have doubts about the eligibility of the project, or contact the applicant if you find that a mistake could easily be corrected.

Provide the Pre-selection Panel with access to documents

The UNESCO Secretariat shall provide each National Commission with a link to register and access the IFCD On-line Pre-selection Platform, where all relevant documents may be downloaded.

4. Reading the applications

In order to ensure a smooth process, the members of the Panel should have prior access to all documents, including the project proposal and any other supporting documents. For more information about the IFCD On-line Pre-selection Platform, please see Unit 8 of the present guide. You can also consult the [IFCD Annotated Guide](#), which is designed to help applicants to the IFCD to formulate effective project proposals through the IFCD On-line Application Platform.

Once a member receives the applications from the National Commission for UNESCO, he or she should check that there is no conflict of interest and that he or she is in a position to examine all the projects in an impartial and confidential way.

Each member of the IFCD Pre-selection Panel should read the project proposal and any other supporting documents carefully before assessing the application. It is recommended that members read several applications before assessing any one of them in full: this allows for benchmarking of the answers in different sections of the application form.

5. Assessing the applications

Each application shall be assessed independently by each member of the Panel, who will share his or her views with the rest of the members during the meeting of the IFCD Pre-selection Panel.

The Pre-selection Panel should bear in mind that pre-selected projects will go through a technical assessment performed by the UNESCO Secretariat and an evaluation carried out by a group of international experts (the IFCD Panel of Experts). Therefore, the IFCD pre-selection criteria correspond with the IFCD evaluation criteria, which are the ones used by the members of the IFCD Panel of Experts to undertake the evaluation of eligible applications.

IFCD pre-selection criteria
Relevance/appropriateness of the project to the objectives and areas of intervention of the IFCD, including the promotion of gender equality, youth, South-South and North-South-South cooperation, and the participation of various social groups.
Feasibility of the project, as well as the relevance and effectiveness of its modalities of execution.
Financial management and accountability.
Impact and expected results, including potential for structural change.
Sustainability, reflecting the level of ownership demonstrated by the beneficiaries and plans for longer-term expected results that go beyond the output level.

When assessing applications against the IFCD pre-selection criteria, members of the Panel make a judgment on the extent to which the projects are relevant, meet the country's needs and priorities, and have been the subject of consultation among stakeholders. This judgment must be based on the information provided in the project proposal and the supporting documents, if available.

The members of the Pre-selection Panel may not assume information that is not explicitly provided. Information relevant for a specific criterion may appear in different parts of the application form and all its content should be taken into account when assessing that criterion.

In the event there are considerable numbers of funding requests submitted at the national level (more than 15-20), the Pre-selection Panel may wish to take the approach of short-listing projects, which can then be discussed during the meeting. You might for example ask the members of the Panel when reading the applications to assess each project according to the above-mentioned five criteria, assigning '+' or '-':

Number and title of the application:	
IFCD pre-selection criteria	+ / –
Relevance/appropriateness of the project to the objectives and areas of intervention of the IFCD, including the promotion of gender equality, youth, South-South and North-South-South cooperation, and the participation of various social groups.	
Feasibility of the project, as well as the relevance and effectiveness of its modalities of execution.	
Financial management and accountability.	
Impact and expected results, including potential for structural change.	
Sustainability, reflecting the level of ownership demonstrated by the beneficiaries and plans for longer-term expected results that go beyond the output level.	
Total number of '+'	

Only those applications that have been positively evaluated for at least three criteria, for example, might be discussed during the meeting.

6. Organizing the meeting and reaching consensus

The IFCD Pre-selection Panel shall reach consensus on the applications to be pre-selected and choose a maximum of four proposals - of which not more than two have been submitted by public authorities/institutions and not more than two by NGOs - to be forwarded to the UNESCO Secretariat through the IFCD On-line Pre-selection Platform.

The representative of the National Commission should convene a meeting to exchange views on the applications and decide which ones will be pre-selected. It is advisable to think carefully about how the discussions will be organized. To facilitate the discussion, the representative of the National Commission for UNESCO shall refer to the questions in the National Commission Review Form (Annex 2, available in page 39 of this guide).

Reaching consensus depends on hearing everyone's opinion. In a group, assertive people tend to get the most attention. Less assertive panel members can feel intimidated and may not always speak up, particularly when their ideas are very different from the majority opinion. In this case, voting could be one way to facilitate decision-making. It is a good approach to use where opinions are strongly divided between two or three options.

7. Completing the National Commission Review Form on the IFCD Pre-selection Platform

The representative of the National Commission for UNESCO is expected, on behalf of the Panel, to answer a number of questions for each pre-selected application on the National Commission Review Form, available on the IFCD On-line Pre-selection Platform. The National Commission Review Form will display only when assigning the status “Pre-selected” to an application.

During the meeting, the representative of the National Commission for UNESCO shall take note of all the comments of members on each pre-selected application to help him or her complete the National Commission Review Form.

Considering that the assessment of the IFCD Pre-selection Panel will be made publicly available on the IFCD platform to facilitate the evaluation by the IFCD Panel of Experts and the decision-making of the Committee members, the representative of the National Commission for UNESCO must pay particular attention to clarity, consistency and the appropriate level of detail. Information provided on-line in the National Commission Review Form, can be decisive for the success of the project.

Some tips:

- Don't cut-and-paste information from the project proposal. Any additional arguments from the Pre-selection Panel are highly appreciated by the IFCD Panel of Experts and help them perform a fair evaluation.
- Be objective. Explain if the applicant or the project proposal has weaknesses.

- Make sure that comments are always directly relevant to both the project and the question asked.
- Don't repeat a point once you have made it.

1. Registration and Logging in

Following the submission deadline for applicants, each National Commission will receive an email announcing the opening of the IFCD On-line Pre-selection Platform and indicating the procedure to be followed, as described below:

To **register** on the IFCD On-line Pre-selection Platform, an account must be created at: <http://en.unesco.org/creativity/ifcd-natcom/register>.

Once registered, the Secretariat will validate the request and a message will be sent confirming the activation of the account.

To **access** the IFCD On-line Application Platform, log in through the following link: <http://en.unesco.org/creativity/user>.

Users may log in and log out from the platform several times. However, it is important to save the evaluation before logging out, otherwise the information entered might be lost.

2. Accessing the IFCD On-line Pre-selection Platform

United Nations
Educational, Scientific and
Cultural Organization

ABOUT US THEMES COUNTRIES PARTNERSHIPS JOIN US RESOURCES

Diversity of Cultural Expressions

the convention capacity building monitoring and reporting ifcd development indicators

IFCD Projects Management Platform

Displaying 1 - 4 of 4

Language Title Organization

- Any -

Type of applicant Country Items per page

- Any - 50 Apply

Leave blank for all. Otherwise, the first selected term will be the default instead of "Any".

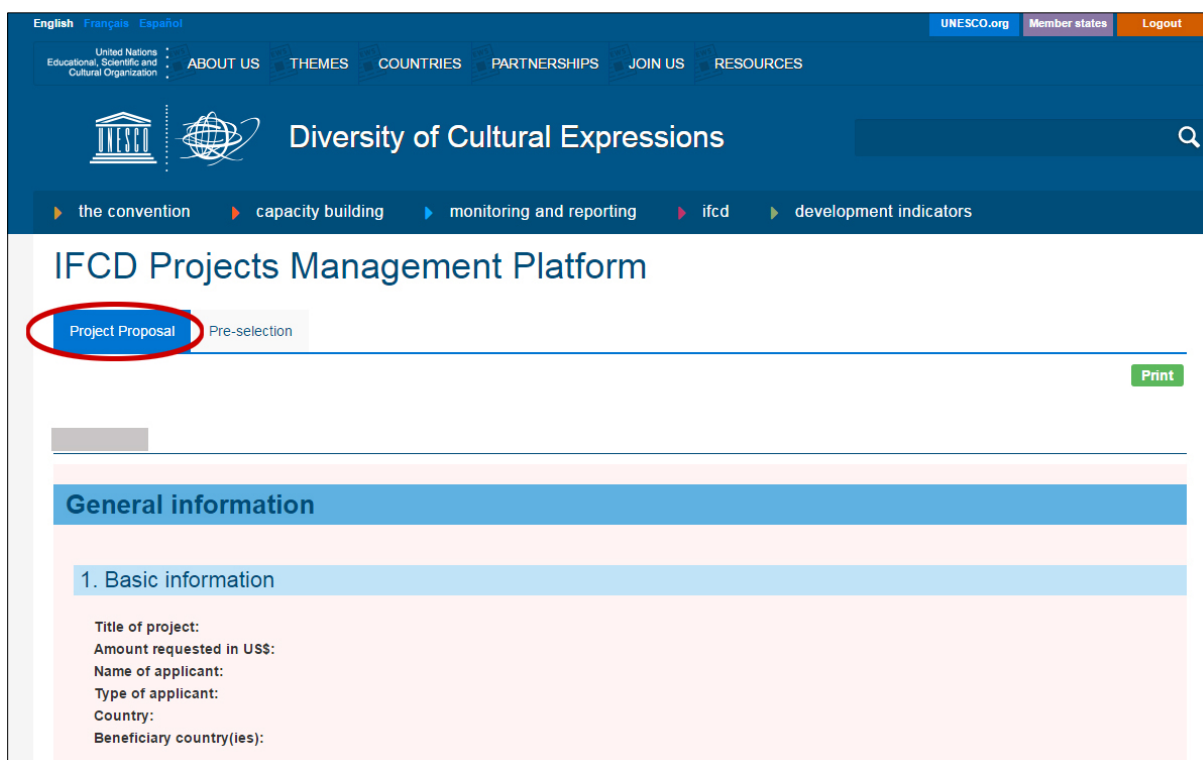
Id Project	Language	Title of the project	Organization	Type of applicant	Country	Status
2016-8974	English			NGO		
2016-9196	Spanish			NGO		

Once logged in, a list of all project proposals submitted by the country concerned will be available. To perform the preselection of each project, click on the title of the project.

Please note that, on the list of project proposals, the status of each project will be automatically updated reflecting the progress of the reviews. A blank box will be displayed next to projects not yet reviewed, a green box will designate “Pre-selected” projects and those “Non pre-selected” will be in red.

A new page containing the following two tabs will be displayed: “Project proposal” and “Pre-selection”.

Project proposal tab



English Français Español UNESCO.org Member states Logout

United Nations Educational, Scientific and Cultural Organization ABOUT US THEMES COUNTRIES PARTNERSHIPS JOIN US RESOURCES

Diversity of Cultural Expressions

the convention capacity building monitoring and reporting ifcd development indicators

IFCD Projects Management Platform

Project Proposal Pre-selection

Print

General information

1. Basic information

Title of project:
Amount requested in US\$:
Name of applicant:
Type of applicant:
Country:
Beneficiary country(ies):

By clicking on the tab “Project proposal”, you will be able to consult the application as well as all the supporting documents (official document demonstrating that the organization is a public authority/institution or an NGO, with a translation of this document into English or French if necessary).

To download or print the application, use the “Print” button in the upper-right corner of the “Project proposal” tab.

To download or print the supporting documents, please go to the “10. Project documents” section of the “project proposal” tab and click on the name of each document.

Upload of Documentation

10. Project documents

Document:

Description:

Category: Official Document proving your legal status

Language of Document: Other

Document:

Description:

Category: Translation of Official Document in English/French

Language of Document: English

Document:

Description:

Category: Other

Language of Document: English

Pre-selection tab

English Français Español UNESCO.org Member states Logout

United Nations Educational, Scientific and Cultural Organization ABOUT US THEMES COUNTRIES PARTNERSHIPS JOIN US RESOURCES

Diversity of Cultural Expressions

the convention capacity building monitoring and reporting ifcd development indicators

IFCD Projects Management Platform

Project Proposal **Pre-selection**

Help? Print

PROJECT SUMMARY	
Project title	Project ID
Name of applicant	Amount requested in USD
Type of applicant	Beneficiary country(ies)
Country	Date of submission

Back to the list

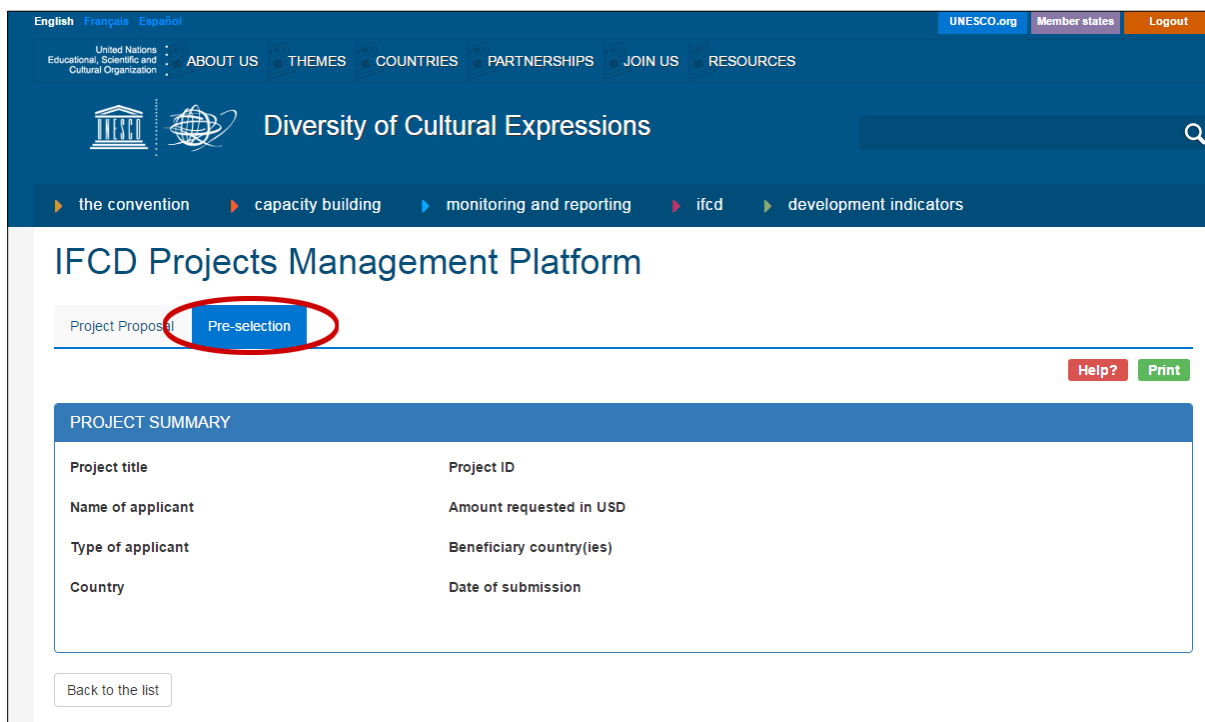
On this page you will be able to perform the pre-selection by assigning a status to the application and completing the Natcom Review Form for pre-selected applications.

3. Reviewing all applications and making the pre-selection

All applications submitted and presented on the list, whether pre-selected or not, should be reviewed by the representative of the National Commission for UNESCO.

Furthermore, for all pre-selected applications (maximum of four applications per country: two from public authorities/institutions and two from NGOs) the **National Commission Review Form must be duly completed**.

1. To perform the review, click on the “Pre-selection” tab.



The screenshot shows the IFCD Projects Management Platform interface. At the top, there is a header with the UNESCO logo and navigation links: English, Français, Español, UNESCO.org, Member states, and Logout. Below the header, there is a search bar and a navigation menu with links: the convention, capacity building, monitoring and reporting, ifcd, and development indicators. The main content area is titled "IFCD Projects Management Platform" and features a tabbed interface with "Project Proposal" and "Pre-selection" tabs. The "Pre-selection" tab is highlighted with a red circle. Below the tabs, there is a "PROJECT SUMMARY" section with a table containing the following information:

PROJECT SUMMARY	
Project title	Project ID
Name of applicant	Amount requested in USD
Type of applicant	Beneficiary country(ies)
Country	Date of submission

At the bottom left, there is a "Back to the list" button. At the bottom right, there are "Help?" and "Print" buttons.

2. Start by **assigning a status** to the application: “Pre-selected” or “Non pre-selected”.



The screenshot shows the "Assign a status for this Project" form. The form contains the following text:

Assign a status for this Project

Your National Commission is asked to pre-select a **maximum of four applications per country**:

- a maximum of two from public authorities/institutions
- a maximum of two from NGOs.

Please assign one of the following statuses to the application:

☒ Pre-selected

☐ Non pre-selected

The "Pre-selected" radio button is highlighted with a red circle.

3. If the application has been “**Pre-selected**”, the National Commission is required to **complete the *National Commission Review Form***, composed of 8 questions, that will be displayed on the same page (“Non pre-selected” applications do not require this form).

Assign a status for this Project

Your National Commission is asked to pre-select a **maximum of four applications per country**:

- a maximum of two from public authorities/institutions
- a maximum of two from NGOs.

Please assign one of the following statuses to the application:

☒ Pre-selected
☐ Non pre-selected

National Commission for UNESCO Review Form

1. Name and contact details of officer from the National Commission for UNESCO
2. Justification of pre-selection
3. The applicant institution/organization
4. Relevance of the pre-selected project proposal
5. Feasibility of the pre-selected project proposal
6. Contribution to the IFCD's expected results
7. The pre-selection process at the national level
8. Other information

4. **Date, sign and save** the review, for both “Pre-selected” and “Non pre-selected” applications. Please note that all reviews must be signed to be accepted by the UNESCO Secretariat (electronic signature is not required). To continue reviewing other applications, click on the “Back to the list” button.

SIGNATURE

Date *

30/11/2015
 Format: 30/06/2016

Full Name of the representative of the National Commission as Signature *

XXXX

Save

Back to the list

* To download or print the National Commission for UNESCO Review Form, use the “Print” button in the upper-right corner of the “Pre-selection” tab.

5. Once all the project proposals have been reviewed and the pre-selection process has been completed, the representative of the National Commission must click on the “**Submit**”** button (in the lower-left side of the project list) in order to **send the results to the UNESCO Secretariat**.

**Please note that the “Submit” button will only be available once all the projects have been reviewed and marked with the status “Pre-selected” or “Non pre-selected”.

The screenshot shows the 'IFCD Projects Management Platform' interface. At the top, there is a header with the UNESCO logo and the text 'Diversity of Cultural Expressions'. Below the header, there are navigation links: 'the convention', 'capacity building', 'monitoring and reporting', 'ifcd', and 'development indicators'. The main content area is titled 'IFCD Projects Management Platform' and displays a list of projects. The list has columns for 'Id Project', 'Language', 'Title of the project', 'Organization', 'Type of applicant', 'Country', and 'Status'. A single project is listed with ID '2016-7783', Language 'English', and Type of applicant 'Party'. A 'Submit' button is circled in red at the bottom left of the project list. Above the list, there are search filters for 'Language', 'Title', 'Organization', 'Type of applicant', 'Country', and 'Items per page'.

Displaying 1 - 1 of 1

Language: - Any - Title: Organization: Country: Items per page: 50 Apply

Leave blank for all. Otherwise, the first selected term will be the default instead of "Any".

Id Project	Language	Title of the project	Organization	Type of applicant	Country	Status
2016-7783	English			Party		

Submit

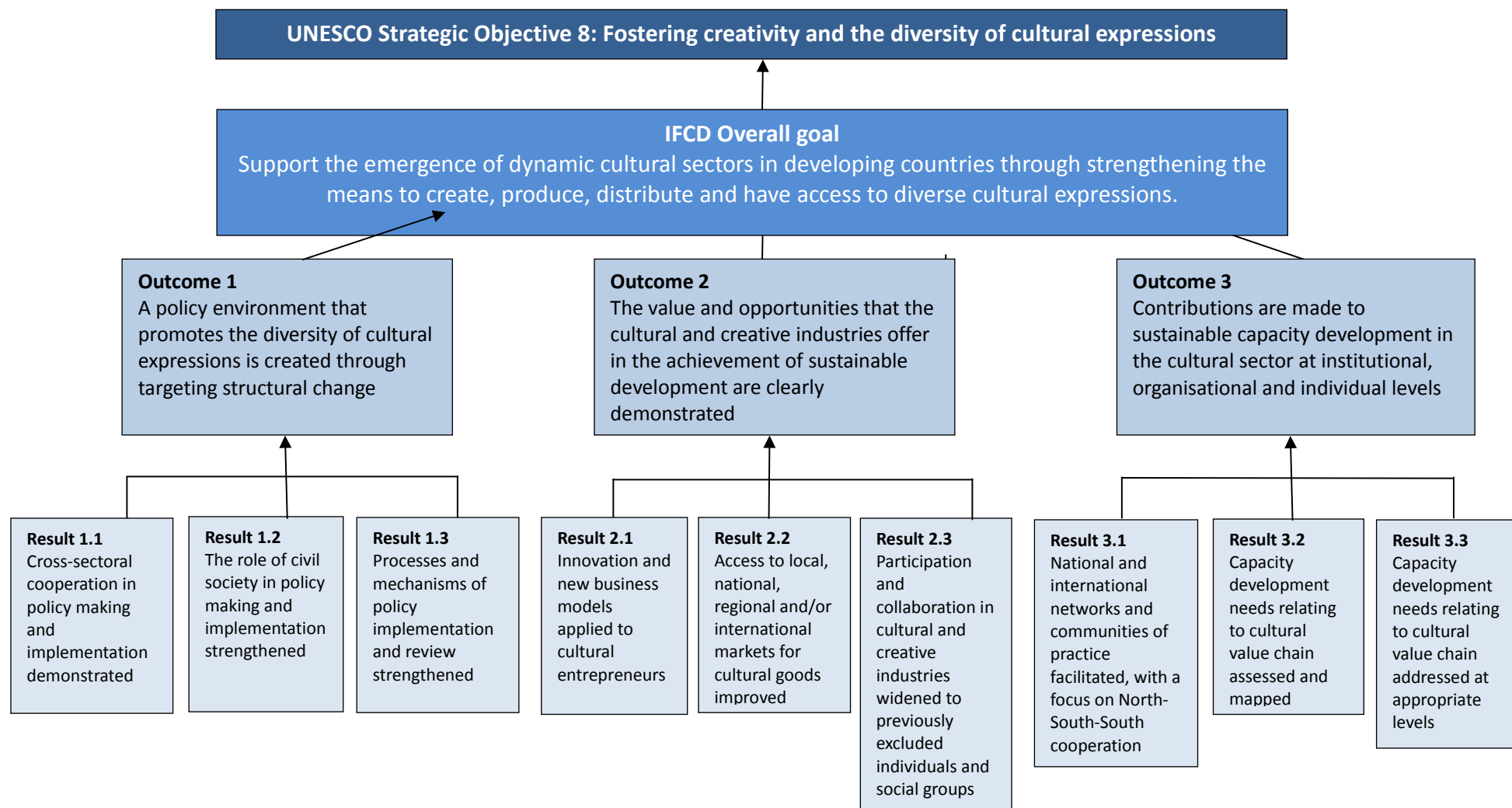
The deadline to submit the pre-selected applications for the IFCD 7th call is **15 June 2016**.

Following the pre-selection of applications at the national level, the UNESCO Secretariat performs a technical assessment to ensure that all pre-selected applications are complete and fall within the areas of intervention of the IFCD.

Once this exercise is completed, the UNESCO Secretariat shall inform the INGOs and National Commissions for UNESCO of the results of the technical assessment. The National Commissions, for their part, will inform the applicants of the status of their funding request.

All applications deemed eligible by the UNESCO Secretariat shall be evaluated by the IFCD Panel of Experts.

Annex 1: IFCD Results-Based Management Framework



Annex 2: National Commission for UNESCO Review Form

National Commission for UNESCO Review Form

▼ 1. Name and contact details of officer from the National Commission for UNESCO
Title <input type="text" value="- None -"/>
Family name <input type="text"/>
Given name <input type="text"/>
Position <input type="text"/>
Address <input type="text"/>
Postcode <input type="text"/>
Town <input type="text"/>
E-mail <input type="text"/>
Telephone <input type="text"/>

▼ 2. Justification of pre-selection
What are the main reasons for having pre-selected this project proposal, as compared to other proposals received by the National Commission for UNESCO? <input type="text"/>

▼ 3. The applicant institution/organization
What elements demonstrate that the applicant institution/organization is a significant stakeholder in the culture sector (locally / nationally / internationally)? <input type="text"/>

▼ 4. Relevance of the pre-selected project proposal
What are the main current needs and priorities in your country in terms of cultural policies and/or cultural industries? <input type="text"/>
How do the objectives of this pre-selected project proposal meet the current needs and priorities of the country in terms of cultural policies and/or cultural industries? <input type="text"/>
To what extent do you expect this pre-selected project proposal to have an impact on the country's cultural policies and/or cultural industries? <input type="text"/>

▼ 5. Feasibility of the pre-selected project proposal

What elements demonstrate the applicant's organizational capacity and competence to manage the project and implement the work plan?

What types of procedures have been foreseen by the applicant institution/organization to ensure financial accountability?

▼ 6. Contribution to the IFCD's expected results

Please check at least one of the following IFCD's expected results to which the pre-selected project's expected results will contribute:

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

- ☐ Expected Result 1.1 Cross-sectoral cooperation in policy making and implementation demonstrated;
- ☐ ER 1.2 The role of civil society in policy making and implementation strengthened;
- ☐ ER 1.3 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.

- ☐ ER 2.1 Innovation and new business models applied to cultural entrepreneurship;
- ☐ ER 2.2 Access to local, national or international markets for cultural goods improved;
- ☐ ER 2.3 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, organizational and individual levels.

- ☐ ER 3.1 National and international networks and communities of practice facilitated, with a focus on North-South-South cooperation;
- ☐ ER 3.2 Capacity development needs relating to cultural value chain assessed and mapped;
- ☐ ER 3.3 Capacity development needs relating to cultural value chain addressed at appropriate levels.

▼ 7. The pre-selection process at the national level

In the framework of the pre-selection process, please indicate the name of the representatives of the organizations/institutions (representatives of the Ministry of Culture and/or other Ministries responsible for the cultural industries, and members of civil society organizations specializing in the field of culture) who participated in the IFCD Pre-selection Panel to evaluate and pre-select the project proposals.

Name

Organization/Institution

✕ Remove

+ Add another item

▼ 8. Other information

Please indicate other contextual information that the IFCD Panel of Experts should take into consideration when evaluating the pre-selected project proposal.