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**RESOURCE MOBILIZATION AND COMMUNICATION STRATEGY**





## Resource Mobilization and Communications Strategy

**The main objectives of the IBE's resource mobilization strategy are to:**

- increase IBE core funding in order to strengthen the Institute and provide the means to become a Centre of Excellence;
- increase extra-budgetary funding in order to create strong partnerships as a Centre of Excellence and undertake projects to support Member States;
- institutionalize resource mobilization as a key function and source of expertise of the Institute with the advice of the Resource Mobilization Committee.

In June 2013, the IBE received from the Swiss authorities the sum of 30,000 CHF (20,000 CHF from the Canton of Geneva and 10,000 CHF from CDIP [Conférence suisse des directeurs cantonaux de l'instruction publique – Swiss Conference of Cantonal Ministers of Education]) to support the work done by the IBE's Resource Mobilization Committee.

A **Resource Mobilization Committee** was formed by representatives of three members of the IBE Council (Bahrain, Nigeria and Norway) and the IBE Director. The Committee met during the meeting of the IBE Steering Committee on 4 September 2013.

A **team dedicated to corporate communications, outreach and fundraising** was set up under the coordination of the IBE Director and a Senior Specialist. This team's activities included:

- The development of a new IBE corporate identity and communications strategy, as described below;
- The preparation of a portfolio of resource mobilization materials, including the new *IBE Flyer*, *IBE Brochure* and the *IBE Strategy and Programme of Work 2012-2017* (see below), and a set of project proposals/outlines for presentation to potential donors;
- Following up with countries which have shown interest in funding partnerships with the IBE (such as Nigeria, Oman, Saudi Arabia and Spain); and
- Coordinating the preparation by IBE colleagues, individually and in teams, of a set of project proposals/outlines, all within the IBE's three main strategic areas of operation, each of which responds to one or more areas of need in the field of curriculum development globally, of varying amounts, for adaptation and presentation to potential donors.

### **The enhancement of the IBE's Communications Strategy and the development of a new corporate identity**

In the latter half of 2013 the IBE engaged the services of a Geneva-based communications agency, Colegram, to assist us in the preparation of a new corporate identity for the Institute. This new identity is reflected in the design of our recently published *IBE Brochure*, *IBE Flyer* and *IBE Strategy and Programme of Work 2012-2017*. These documents were developed primarily for the purposes of resource mobilization and highlighting the work of the IBE among our partners.

The *IBE Brochure* and the *IBE Strategy and Programme of Work 2012-2017* have been produced in four UNESCO official languages (Arabic, English, French and Spanish).

The *IBE Flyer* has been produced in the two working languages of the Organization (English and French). Spanish and Arabic translations will follow shortly.

The IBE website, presentation documents and other aspects of the corporate communications strategy also progressively reflect this new identity. The website's function as a communications, clearinghouse and dissemination tool has accordingly been substantially enhanced.

Development of this new corporate identity and communications strategy was associated with a considerable team-building effort among staff of the IBE, not least through the establishment of internal and external communications teams and the involvement of all staff in decisions about the new corporate identity.

**Results achieved in resource mobilization in 2013:**

1. Global Partnership for Education (GPE) grant of 2,998,000 USD awarded (on a competitive basis) for an IBE project in four priority countries in Africa (Senegal, Burkina Faso, Niger and South Sudan), for 2013-2015.
2. United Arab Emirates: Hamdan Bin Rashid Al-Maktoum Prize for Outstanding Practice and Performance awarded to strengthen the Diploma in Curriculum Development: a total amount of 1,000,000 USD, of which 600,000 USD has been assigned to the IBE, through the Teachers Division of UNESCO HQ, for 2013-2014.
3. Norway's funding contribution of 648,960 USD received. Agreement signed for 2012-2013, funds to cover 2013-2014. New agreement signed 2014, funds to cover 2015. New agreement to be sought for 2015-2016.
4. Switzerland's funding contribution of 660,453 USD received for 2013. New agreement to be sought for 2015-2017.
5. Bahrain's funding contribution of 99,900 USD received in July 2013.
6. OPEC Fund for International Development (OFID) and UNAIDS: contribution of 200,000 USD received for 2013.

**Further activities undertaken in 2013:****1. Nigeria:**

The Nigerian Ambassador, the Minister of Education and the representative of Nigeria have mobilized efforts to secure a core contribution for the IBE. The request is at the level of the Parliament for approval as a recurrent core contribution for 2014 and beyond.

**2. Mission to Oman:**

The objectives of the mission, in June 2013, were to seek financial support from Oman: both direct, multi-year contributions, and the funding of projects in the Arabic region. The objective was also to strengthen collaboration with the Sultanate of Oman.

The IBE Director held meetings with: the Minister of Education; the Undersecretary of Education and Curriculum; the Secretary General of the Education Commission; the Director General of Curriculum and his team; the Vice Chancellor of the Sultan Qaboos University; and a group of Professors in the University's School of Education.

**Outcomes:**

- a. The Minister committed herself to seeking a contribution for the IBE. Action is being taken at Cabinet level to secure an amount for a multi-year contribution from Oman. The Minister is seeking contributions for three UNESCO Institutes: the IBE, IIEP and UIS.
- b. There is interest in Oman in developing a Diploma course on Curriculum Development for the Arabic region, possibly located in the Sultan Qaboos University, towards which Oman and possibly other Gulf countries might contribute financially. This proposal is to be taken to the Executive Directors Meeting of the Arab Bureau of Education for the Gulf States (ABEGS).
- c. There is interest in a project proposal on inclusive education.

**3. Mission to the United Kingdom:**

The IBE Director met with the Director of the MBI Al Jaber Foundation in London on 11 September 2013 to explore funding possibilities.

**4. Mission to Portimao, Portugal:**

Following the Director's meeting with the MBI Al Jaber Foundation, a Senior Programme Specialist attended the Conference on Euro-Arab Dialogue, an initiative supported by the MBI Al Jaber Foundation, in Portugal on 25-26 November 2013. It is likely that the IBE will receive funding from the Foundation to lead the production of curricular material on shared European and Arab values.

5. **Missions to UNESCO HQ, Paris:**

The IBE Director met with the Ambassadors of delegations who have expressed interest in the work of the IBE. The objectives were to follow up, seek support and/or establish contacts at country level to plan, in the most promising cases, resource mobilization missions. Among the most promising were:

- meetings with the Vice Minister of Education and the Ambassador of Saudi Arabia;
- a meeting with the Director General of the Arab Bureau of Education for the Gulf States (ABEGS), who is willing to develop a partnership to co-sponsor and support the Diploma in the Arabic-speaking region; and
- a meeting with the Secretary General of the Omani National Commission, to follow up on fundraising and collaboration work with Oman.

6. **Meeting with the Inter-American Development Bank, Paris:**

The IBE Director met the Director of Education of the Inter-American Development Bank (IADB) in Paris, with a view to developing a partnership between the IBE and the IADB in the Latin American region.

**Further activities planned for 2014:**

1. **Spain:** To meet with the Director of International Cooperation of the AECID (Spanish Agency for International Development Cooperation). Spain has expressed a commitment to continue its contribution to the IBE. The objective of the meeting is to present the IBE's work and new programme priorities as a Centre of Excellence, and to negotiate a possible future contribution.
2. **South Korea:** To meet with key individuals in the Korea International Cooperation Agency (KOICA); the Ministry of Foreign Affairs; the Ministry of Education, Science and Technology; and the Korea Institute for Curriculum and Evaluation (KICE).
3. **Oman:** To follow up with the Minister of Education and the Secretary General of the UNESCO National Commission, in order to secure a letter of intent and the basis of a cooperation agreement that would involve a multi-year financial contribution.
4. **Malaysia:** Malaysia has established a fund of 6,000,000 USD and expressed interest in the IBE presenting a proposal for partnership under this programme. A fact-finding mission will enable the IBE to develop a strong proposal for collaboration with the Ministry of Education in the area of capacity development in curriculum.
5. **Finland:** A mission to Finland is planned in order to seek a multi-year financial contribution.

6. **Saudi Arabia (and possibly the United Arab Emirates and Qatar):** To follow up on a promising meeting with the Saudi Ambassador in Paris (see above), in order to seek core and/or project financial contributions from these countries. The Director of the UNESCO Geneva Liaison Office (GLO) is contributing to these efforts.
7. **China:** The IBE is engaged in discussions with East China Normal University concerning possible funding for and implementation of the Diploma course on Curriculum Development for the Asian region.
8. **Norway:** The establishment of a new partnership agreement.
9. **Switzerland:** The establishment of a new partnership agreement.

In addition to the above resource mobilization activities, the IBE intends to explore the possibility of partnerships with organizations such as the OECD, the World Bank, the African Development Bank and the Asian Development Bank; to explore possibilities of funding from foundations and philanthropic organizations such as the Bill and Melinda Gates Foundation and the Bill, Hillary and Chelsea Clinton Foundation; and to identify Corporate Social Responsibility programmes in the private sector with which the IBE might establish partnerships.

The IBE is also investigating the possibility of reducing overheads by downsizing its use of office space and renting out additional space.

The IBE would like to express its sincere gratitude to the donors who continue to support its work and activities and to the Canton of Geneva and CDIP for their seed funding to support the Institute in its efforts to mobilize further resources.