



Organisation  
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pour l'éducation,  
la science et la culture



Diversité  
des expressions  
culturelles

# 13 IGC

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## INTERGOVERNMENTAL COMMITTEE FOR THE PROTECTION AND PROMOTION OF THE DIVERSITY OF CULTURAL EXPRESSIONS

Thirteenth session  
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**Item 5b of the provisional agenda:** Monitoring the implementation of projects and recommendations from the second external evaluation of the International Fund for Cultural Diversity

In accordance with Decision 12.IGC 6 and Decision 12.IGC 5b, adopted by the Committee, this document presents a status report on the implementation of the projects financed by the International Fund for Cultural Diversity (IFCD) and the implementation of the recommendations from the second external evaluation of the Fund.

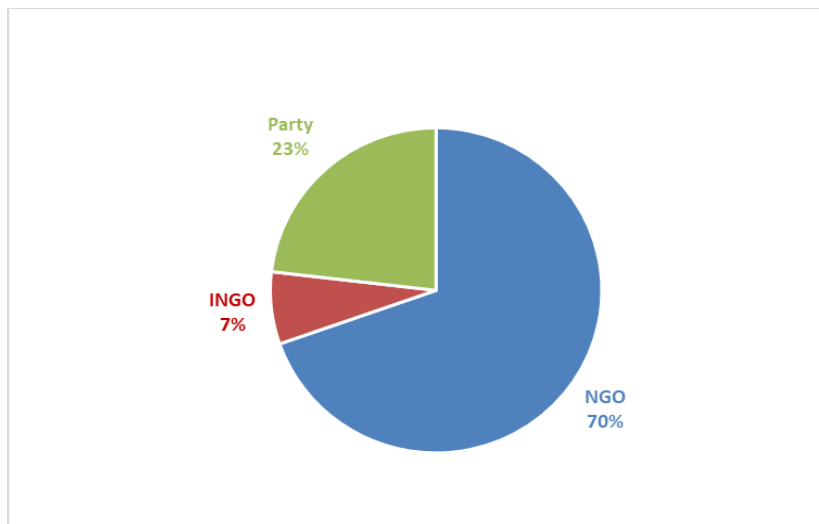
Decision required: paragraph 25

1. Since 2010, the International Fund for Cultural Diversity (hereinafter, “the IFCD”), a multi-donor voluntary contribution fund established pursuant to Article 18 of the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions (hereinafter “the Convention”), has been one of the Convention’s chief instruments for international cooperation and assistance. As a multi-donor fund, the IFCD promotes South-South and North-South cooperation while also contributing to the achievement of the United Nations’ Sustainable Development Goals (SDGs) and gender equality.
2. The IFCD’s main objective is to foster the emergence of a dynamic cultural sector in developing countries which are Parties to the Convention by strengthening their capacity to create, produce, distribute and enable access to a diversity of cultural goods and services.
3. This document<sup>1</sup> presents a report on the implementation of funded projects and an update on the implementation of the recommendations which resulted from the second external evaluation of the IFCD and were adopted by the Committee at its 12th session. It also presents the future framework for the draft revisions to the Guidelines on the Use of the Resources of the International Fund for Cultural Diversity (hereinafter, “the IFCD Guidelines”). Finally, it outlines the challenges and the steps necessary to transform the IFCD into a “learning-driven fund”.

## I. Results of the monitoring of project implementation

4. Since its launch in 2010, the IFCD has invested US \$7,563,944 in 105 projects in 54 developing countries around the world. Twelve projects benefiting 21 countries<sup>2</sup> are still in the process of implementation. The main statistical data on IFCD implementation are as follows:
  - Seventy per cent (70%) of funding (US \$ 5,268,999) has been awarded to non-governmental organizations (NGOs); 23% (US \$1,752,071), to public authorities/institutions; and 7% (US \$542,874), to international non-governmental organizations (INGOs).

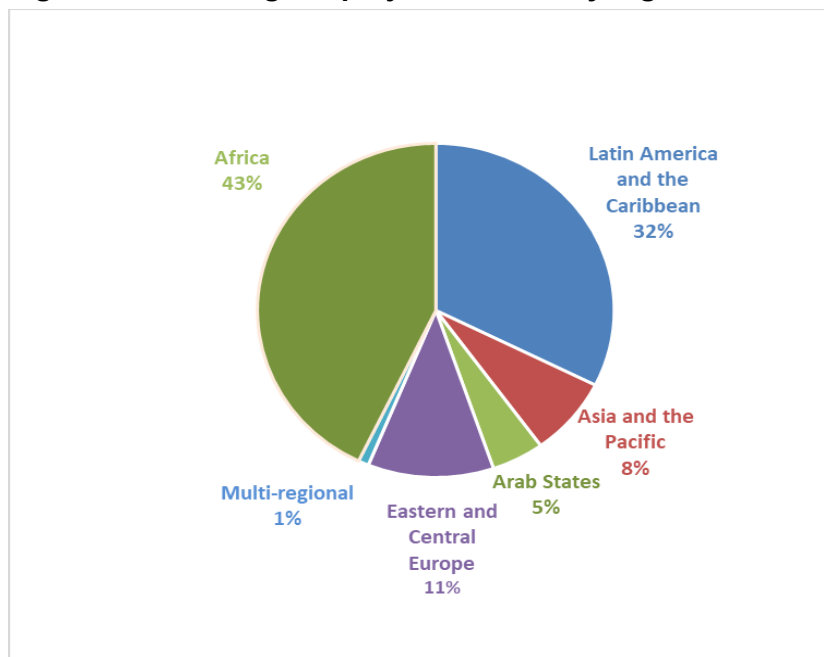
**Figure 1. Percentage of funding by type of beneficiary**



1. Two other IFCD-related documents are being presented at this session. See “Recommended projects from the tenth call for funding applications” (DCE/20/13.IGC/5a) and “Provisional budget (2020-2021)” (DCE/20.13.IGC/5c)
2. Antigua and Barbuda, Barbados, Bolivia (Plurinational State of), Bosnia and Herzegovina, Colombia, Cuba, Democratic Republic of the Congo (the), Dominican Republic (the), Ecuador, Haiti, Jamaica, Mexico, Mongolia, Montenegro, Palestine, Peru, Rwanda, Senegal, Trinidad and Tobago, Ukraine and Uruguay

- Forty-three per cent (43%) of projects come from Africa; 32%, from Latin America and the Caribbean; 11%, from Eastern Europe; 8%, from Asia and the Pacific; 5%, from the Arab States region; and 1% of projects cover several regions.

**Figure 2. Percentage of projects funded by region**



- The projects funded relate to different sectors of the cultural and creative industries: music (22%); cinema (20%); performing arts (19%); visual arts (13%); books and publishing (13%); design (9%); and digital arts (4%).

5. IFCD-funded projects have generated structural changes by means of two types of intervention:

- The implementation and/or development policies and strategies that have a direct effect on the creation, production, distribution, and access to a diversity of cultural goods, services and activities;
- The strengthening of professional capacities and organizational structures deemed necessary to support viable local and regional cultural industries and markets in developing countries.

6. With regard to the IFCD's first type of intervention, 35% of the projects funded contributed to the strengthening of cultural governance systems through projects aimed at: the development of strategies, mapping and the formulation of action plans; strengthening the participation of civil society in policy-making; and creating or strengthening networks.

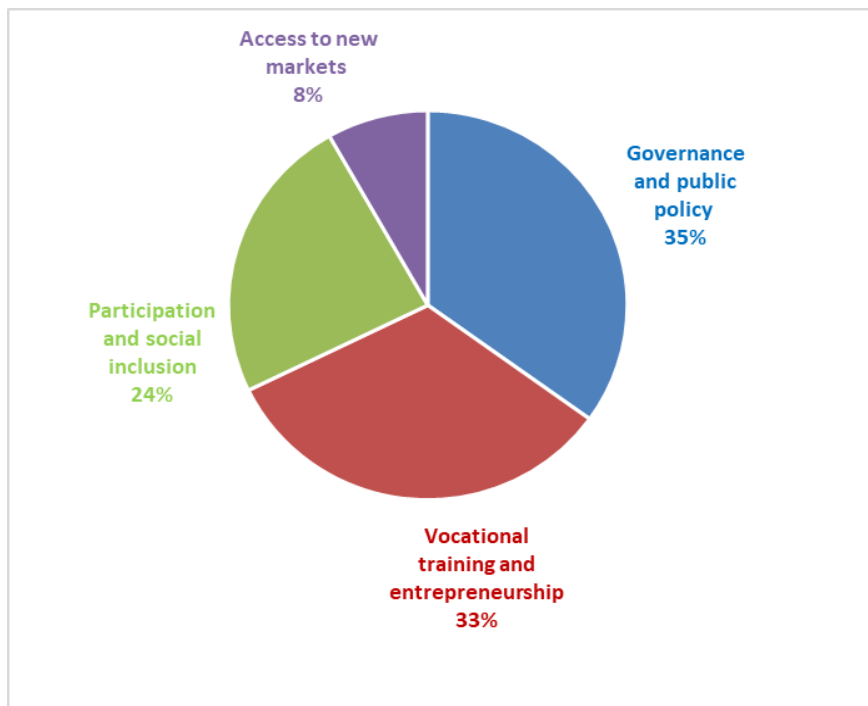
The main results obtained are as follows:

- Public institutions and civil-society organizations formulated 18 recommendations and 6 cultural strategies<sup>3</sup>.
- Four cultural policies were developed (Grenada, Jamaica, Serbia and Zimbabwe).

3. Albania, Bolivia (Plurinational State of), Bosnia and Herzegovina, Brazil, Croatia, Haiti, Kenya, Cameroon, Malawi, Mali, Morocco, North Macedonia, Serbia, Togo, Zimbabwe

- 1251 government officials and 2,674 representatives of civil society were trained to develop and implement participatory cultural policies.
7. The following results were produced by the IFCD's second type of intervention, namely, professional capacity-building and strengthening of organizational structures to support viable cultural industries and markets:
- Of the projects funded, 33% helped to develop vocational training and entrepreneurship in the cultural and creative industries through capacity-building and networking activities and the use of new technologies.
  - Of the projects funded by the IFCD, 24% contributed to strengthen vulnerable groups' participation in cultural life (such groups include members of minority populations and indigenous peoples) through measures including those aimed at promoting access to the creation, production and distribution of a diversity of cultural expressions.
  - Of the projects funded, 8% facilitated access to new markets through innovative economic models, digital platforms, the creation or strengthening of networks, and participation in national and international festivals and fairs.
  - 7,448 individuals received training that fostered professionalization and entrepreneurship in the cultural and creative industries.
  - 120 artists and cultural professionals were able to travel outside their countries to receive training or promote their work.

**Figure 3. Percentage of projects funded by impact**



8. Information document DCE/20/13.IGC/INF.9 provides statistics on the projects funded since 2010. Document DCE/20/13.IGC/INF.7, produced for this session, presents a selection of projects which illustrate the IFCD's main impacts in four areas: governance and public policy; vocational training and entrepreneurship; participation and social inclusion; and access to new markets.

## **II. Implementation of the recommendations resulting from the second external evaluation**

9. At its 12<sup>th</sup> session, the Committee adopted 17 of the 21 recommendations from the second external evaluation of the IFCD. The Committee deemed seven of the 17 recommendations to be urgent priorities (Decision 12.IGC 6):
- Recommendation 8: conduct a human resource analysis in the Secretariat with a view to meeting the needs of the IFCD and strengthening the Secretariat's capacities;
  - Recommendation 12: make resources available so that the Secretariat can take bold steps for the IFCD to become a "learning-driven fund";
  - Recommendation 13: conduct random IFCD project independent evaluations in order to build a knowledge base on the projects and extract lessons from the different experiences;
  - Recommendation 16: review the current Committee's fundraising strategy to ensure that it dedicates more attention to the contributions of Parties;
  - Recommendation 17: work towards meeting the target contribution of 1% (Art.18.3 and 18.7) to strengthen the sustainability of the Fund and overturn the downward tendency of the last five years;
  - Recommendation 18: To strengthen IFCD's fundraising strategy by incorporating an analytical dimension that ensures an explicit connection between communication products and concrete fundraising targets);
  - Recommendation 20: To strengthen the use of communication materials on the IFCD.
10. Of the 17 recommendations adopted, four have been implemented, 11 are in the process of implementation, and two have yet to be implemented. The Annex provides a status report on the implementation of these recommendations and on the advances made in that process. Below are details on the status of the recommendations which the Committee deemed urgent priorities and for whose implementation it approved funding in the amount of US \$117,000.

### ***Recommendation 8 - human resource analysis***

11. In order to implement this recommendation, UNESCO's Bureau of Human Resources Management (ADM/HRM) was consulted in order to identify experts to carry out an analysis of the Secretariat's human resources, with a view to meeting the needs of the IFCD. In December 2019, a US \$4,000 contract was signed with an experienced human resources consultant to implement this recommendation. The evaluation is under way and the results will be presented to the Committee at its 14<sup>th</sup> session, in February 2021.

### ***Recommendations 12 and 13 -- IFCD monitoring and evaluation framework revision and impact study of IFCD-funded projects***

12. With regard to the implementation of these recommendations, in April 2019, the Secretariat launched a request for proposals on the web pages of the European Evaluation Society (EES), the United Nations Evaluation Group (UNEG) and the Convention in order to select a service provider to:
- Revise the IFCD's monitoring and evaluation framework to strengthen the measurement of project impact in order to improve the IFCD's accountability and to extract lessons that will contribute to building a knowledge base;

- Undertake an evaluation of a selection of IFCD-funded projects using the newly redesigned monitoring and evaluation framework;
  - Undertake a review of existing practices in other organizations funding culture or social change, with strong learning cultures, in order to identify practices that could potentially strengthen the IFCD.
13. Five companies responded to the request for proposals by submitting bids. Following a technical and financial assessment, Evalua was considered the most appropriate to carry out the work in accordance with the established procedures. To this end, a US \$48,000 contract was established in July 2019. Since then, the company has carried out documentary analyses and face-to-face and remote interviews with resource persons. Two field missions were also carried out in Uruguay and Zimbabwe to assess the projects funded by the IFCD in the two countries. During the missions, interviews and meetings were held with UNESCO Field Office staff (Director and Programme Specialist [Culture]), members of the UNESCO National Commission, and stakeholders associated with each project (decision-maker/financial sponsor, operator/manager and recipients). The revision of the monitoring framework, the project impact assessment reports and the reports on the practices of other organizations are being finalized. The results will be presented to the Committee at its 14<sup>th</sup> session, in February 2021.

### ***Recommendations 16, 17, 18 and 20 - fundraising and communication strategy***

14. In accordance with these recommendations, a request for proposals was prepared in March 2019, in consultation with UNESCO's central services [Division of Operations (ADM/OPS)], in order to:
- Assess the previous five-year fundraising and communication strategy and its implementation;
  - Develop a new IFCD fundraising strategy combined with a communication strategy for its implementation.
15. At its 12<sup>th</sup> session, the Committee decided to allocate US \$ 65,000 to renew and update the fundraising and communication strategy and to collect feedback on communication tools.
16. Request for proposals (provision of services) RFP/CLT/DCE/O/04/2019 was thus issued on the United Nations Global Marketplace (UNGM) website ([www.ungm.org](http://www.ungm.org)) on 8 April 2019 in accordance with the applicable procurement regulations. Four companies submitted proposals. Following the technical and financial assessment, the consortium composed of IZI SpA (Italy) and International Fundraising Consultancy (the United Kingdom of Great Britain and Northern Ireland) was selected in August. This consortium demonstrated a sound understanding of the tasks and objectives defined in the terms of reference. It also presented an appropriate methodology and proven experience in the development of fundraising strategies.
17. Various interviews were conducted by the consortium in order to gather the necessary information on the communication tools produced and to consolidate the IFCD's fundraising strategy. The assessment of the 2013-2018 fundraising strategy and the development of a new fundraising and communication strategy are each being finalized and will be presented to the Committee at its 14<sup>th</sup> session.

### **III. Framework for the revision of the Guidelines on the Use of the Resources of the International Fund for Cultural Diversity**

18. At its seventh session, in June 2019, the Conference of the Parties requested the Committee to revise, if necessary, the IFCD Guidelines (Article 18) and to submit the revision results to the Conference of the Parties at its eighth session ([Resolution 7.CP 9](#) and [Resolution 7.CP 14](#)).

19. The IFCD Guidelines were approved in 2009, at the second session of the Conference of the Parties ([Resolution 2.CP 7](#)). Following the evaluation of the IFCD management mechanisms carried out by UNESCO's Internal Oversight Service (IOS) in 2012 and pursuant to the decisions taken by the Committee, the IFCD Guidelines were revised and approved in 2013, at the fourth session of the Conference of Parties ([Resolution 4.CP 9](#)).
20. In accordance with paragraph 22 of the revised IFCD Guidelines, a second external evaluation of the IFCD was carried out in 2017, resulting in 21 recommendations. A report on the impact of the adoption of these recommendations was prepared. It enabled the Committee to adopt 17 of the 21 recommendations ([Decision 12.IGC 6](#)).
21. The results and conclusions of the second external evaluation of the IFCD, its recommendations, and the decisions taken by the Committee will be taken into account in the revision of the IFCD Guidelines. A preliminary draft of the revised IFCD Guidelines will be presented to the Committee for consideration at its 14<sup>th</sup> session, in February 2021.

#### **IV. Conclusions and next steps**

22. In its 10 years of existence, the IFCD has proven to be an effective tool for international cooperation. It has succeeded in mobilizing resources from 52% of the Parties to the Convention (document DCE/20/13.IGC/5c), which have helped to strengthen the cultural and creative sectors of 54 of the 109 developing countries eligible for IFCD funding.
23. However, although the results of IFCD-funded projects are indisputable, their impacts must be identified in order to assess the extent to which the projects have effectively contributed to the implementation of the Convention and brought about a structural change in the creative sectors in the countries concerned. In addition, their impacts must be identified in order to build a knowledge base which will make it possible to position the IFCD as a "learning-driven fund".
24. The implementation of the recommendations resulting from the second external evaluation of the IFCD (particularly those regarding the revision of the monitoring framework, the assessment of the impacts of the projects funded, the new communication and fundraising strategy, the evaluation of the Secretariat's human resources, and the study of examples of good practices employed by organizations which finance culture and development) will make it possible to take the steps necessary for identifying and strengthening the impacts of IFCD investments. The conclusions will be presented to the Committee at its 14<sup>th</sup> session. The implementation of these recommendations consequently requires budget allocation (see document DCE/20/13.IGC/5c, which refers to the draft provisional budget 2020-2021, which includes a 5% allocation for such implementation).
25. The Committee may wish to adopt the following decision:

#### **DRAFT DECISION 13.IGC 5b**

*The Committee,*

1. *Having examined Document DCE/20/13.IGC/5b and its Annex, as well as Information Documents DCE/20/13.IGC/INF.7 and DCE/20/13.IGC/INF.9,*
2. *Takes note of the progress made in the overall implementation of the recommendations resulting from the second external evaluation of the International Fund for Cultural Diversity (IFCD);*
3. *Also takes note of the financial implications of implementing the recommendations of the second external evaluation of the IFCD and invites Parties to make voluntary contributions in order to implement the recommendations fully;*

4. Requests the Secretariat to continue the implementation of the recommendations resulting from the second external evaluation of the IFCD and to present to it an update on its progress at its 14th session;
5. Also requests the Secretariat to prepare a revised preliminary draft of the Guidelines on the Use of the Resources of the International Fund for Cultural Diversity, taking into account the recommendations resulting from the second evaluation of the IFCD and its decisions, and to present said draft to it at its 14th session.



**ANNEX****Monitoring of the Implementation of the Recommendations from the Second External Evaluation of the IFCD**

Recommendations <sup>1</sup>	Implementation status
<p><b>Recommendation 5</b> To work with the National Commissions to strengthen their role in line with the Guidelines in concrete areas such as the responsibility of forming and coordinating the pre-selection panel (as per articles 12.2 and 12.3 of the Guidelines).</p>	<p><b>IMPLEMENTED</b></p> <ul style="list-style-type: none"> <li>– In 2019, the National Commissions' pre-selection form was simplified.</li> <li>– Since 2019, the National Points of Contact of the Convention have been called upon when a National Commission does not participate in the pre-selection by the deadline set (Decision 12.IGC.6, paragraph 6).</li> </ul>
<p><b>Recommendation 6</b> To allocate extra criteria in the proposal scoring system to projects promoting certain strategic themes and/or geographic regions in order to finetune project selection and reduce the challenges emerging from the 30-point decision as well as geographic imbalance.</p>	<p><b>IMPLEMENTED</b></p> <p>Since 2019, the panel coordinator has awarded an extra point to projects submitted by countries which have never before received funding (Decision 12.IGC 6, paragraph 7).</p>
<p><b>Recommendation 7</b> To incorporate a specific question about the IFCD in the Quadrennial Periodic Reports (QPRs) to ensure that IFCD projects systematically feature in these reports, thereby ensuring that the links between the Fund and the implementation of the 2005 Convention are made explicit.</p>	<p><b>IMPLEMENTED</b></p> <p>Since 2019, a specific question about the IFCD has been included in the form for the Quadrennial Periodic Reports.</p>
<p><b>Recommendation 8</b> To conduct a human resource analysis in the Secretariat with a view to meeting the needs of the IFCD and strengthening the Secretariat (in line with IOS Recommendation 31). Strengthening the team's fundraising capacity is particularly key for the future of the Fund and in order to maximize efforts to date.</p>	<p><b>IN PROGRESS</b></p> <p>An experienced consultant has been hired to conduct the analysis of the human resources of the dedicated IFCD team in the Secretariat.</p>

1. Recommendations 1, 2, 3 and 4 were not adopted by the Committee (Decision 12.IGC 6).

<p><b>Recommendation 9</b> To strengthen the capacity of the National Commissions as key actors involved in the application process in order to improve the selection process and avoid the non-selection of good quality projects. A good step forward would be ensuring that each National Commission appoints a focal person in charge of coordinating IFCD issues for at least 2 years, and that in case of changes, the same person ensures the transfer of knowledge and files.</p>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>– Since 2018, information meetings have been organized on the occasion of all the statutory meetings of the governing bodies in order to strengthen the capacities of the National Commissions and facilitate the communication process.</li> <li>– In order to implement capacity-building activities, the Committee is invited to allocate funds for the implementation of this recommendation.</li> </ul>
<p><b>Recommendation 10</b> To work with Field Offices to ensure that on the one hand, UNESCO maximizes the opportunities of having an IFCD-funded project (such as increased visibility, enhanced contact with the local cultural sector and a better understanding of the context) and on the other hand, to ensure that projects know what they can (and should) expect from UNESCO Field Offices (especially in terms of support and involvement throughout the diffusion, communication and implementation processes).</p>	<p><b>IN PROGRESS</b></p> <p>Field Offices (to the extent that their resources allow) are always involved in project implementation and the issuing of calls for funding applications.</p>
<p><b>Recommendation 11</b> To develop tailored capacity-building actions for countries with less funding opportunities in the cultural sector and for those countries that have never received funding.</p>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>– Information sessions are established in collaboration with the Field Offices when calls for funding applications are issued.</li> <li>– Since 2018, an IFCD module has been included in the training programmes developed within the framework of the Convention.</li> <li>– In order to implement capacity-building activities, the Committee is invited to allocate funds for the implementation of this recommendation.</li> </ul>
<p><b>Recommendation 12</b> To make resources available so that the Secretariat can take bold steps for the IFCD to become a “learning-driven” fund by introducing measures that aim to extract lessons and spaces for the reflexion at that centre of the IFCD strategy, including hiring of dedicated staff at the Secretariat responsible for project monitoring and evaluation.</p>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>– A new monitoring and evaluation framework is being developed.</li> <li>– A review of the practices of other organizations with a strong learning culture in respect of culture funding is being finalized.</li> </ul>
<p><b>Recommendation 13</b> To conduct random IFCD project independent evaluations in order to build a knowledge base on the projects and extract lessons from the different experiences.</p>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>– An assessment of the impacts of seven projects in two countries (Zimbabwe and Uruguay) is being finalized.</li> </ul>

	<ul style="list-style-type: none"> <li>– In order to implement independent evaluations of projects, the Committee is invited to allocate funds for the implementation of this recommendation.</li> </ul>
<p><b>Recommendation 14</b></p> <p>To take steps to maximize the Convention’s potential as an advocacy tool among civil society actors. This could be done by providing more information, training and awareness-raising on the importance of advocating on the contribution of the cultural sector to the economy as well as on the existing links between project-focused work conducted by cultural entities and their contribution to policy-related issues affecting the implementation of the Convention.</p>	<p><b>TO BE IMPLEMENTED</b></p> <p>In order to implement capacity-building activities, the Committee is invited to allocate funds for the implementation of this recommendation.</p>
<p><b>Recommendation 15</b></p> <p>To positively discriminate project proposals that include concrete actions aimed at increasing women’s representation in key areas of cultural activity and/or aimed at challenging traditional women’s roles.</p>	<p><b>TO BE IMPLEMENTED</b></p>
<p><b>Recommendation 16</b></p> <p>To review the current Committee’s fundraising strategy to ensure that it dedicates more attention to the contributions of Parties and their engagement in a more tailored manner, recognizing that not all Parties have the same capacities and resources.</p>	<p><b>IN PROGRESS</b></p> <p>A new fundraising strategy is being finalized.</p>
<p><b>Recommendation 17</b></p> <p>To work towards meeting the target contribution of 1% (Art. 18.3 and 18.7) to strengthen the sustainability of the Fund and overturn the static trend of the last 5 years.</p>	<p><b>IMPLEMENTED</b></p> <p>Every year since 2015, the Director-General has issued a call to all the Parties to the Convention, asking them to contribute the equivalent of 1% of their respective overall contributions to UNESCO's regular budget.</p>
<p><b>Recommendation 18</b></p> <p>To strengthen IFCD’s fundraising strategy by incorporating an analytical dimension that ensures an explicit connection between communication products and concrete fundraising targets (especially those related to Parties’ contributions).</p>	<p><b>IN PROGRESS</b></p> <ul style="list-style-type: none"> <li>– A new fundraising strategy is being finalized.</li> <li>– In order to implement the new fundraising strategy, the Committee is invited to allocate funds for the implementation of this recommendation.</li> </ul>
<p><b>Recommendation 19</b></p> <p>To modify the current success target of 50% of contributing countries so that instead of focusing on ensuring that at least half of the Parties to the Convention give to the Fund, regular amounts are sought in line with the suggested 1% (Art. 18.3 and 18.7).</p>	<p><b>IN PROGRESS</b></p> <p>A new fundraising strategy is being finalized.</p>

<p><b>Recommendation 20</b> To strengthen the use of communication materials on the IFCD. The first suggested step is to conduct an analysis of the implementation of the different phases of the Communication Strategy to understand what has worked and what requires improvement.</p>	<p><b><i>IN PROGRESS</i></b> A new fundraising strategy is being finalized.</p>
<p><b>Recommendation 21</b> To devote more attention to the capacity of project partners [applicants] and give this factor greater weight in the selection process...Include elements that prove the capacity of partners [applicants] (such as experience, sector expertise, past performance and participation in networks).</p>	<p><b><i>IN PROGRESS</i></b></p> <ul style="list-style-type: none"><li>- Since 2019, the application form has included a table in which to enter information on at least two similar projects, as well as a table in which to enter information on applicants' partners, thereby ensuring the provision of more detailed information.</li><li>- Since 2019, particular attention is given to applicant capacities in proposal evaluation.</li></ul>