



United Nations
Educational, Scientific and
Cultural Organization

IPDC THE INTERNATIONAL PROGRAMME FOR THE DEVELOPMENT OF COMMUNICATION

Agenda item: Discussion: IPDC Fundraising

INFORMATION NOTE

BACKGROUND AND PURPOSE

Based on an analysis of a sharp decline in extrabudgetary funding for the IPDC's work in media development assistance, the Secretariat proposes a fundraising strategy to the 57th Bureau session in 2013. The Bureau is requested to discuss this strategy outlined below, and define its own role in regard to fundraising potential.

IPDC FUNDRAISING STRATEGY

1. Introduction
2. Strategy aims and objectives
3. SWOT analysis
4. Background information on UNESCO/IPDC fundraising practice
5. Trends in IPDC funds
6. Funds-in-trust emphasis
7. Possible funders
8. Fundraising actors and accessories
9. Conclusion

1. INTRODUCTION

IPDC is in need of more funds to maintain its status and impact. To do this, a strategic approach to fundraising over the medium term is outlined below. The SWOT analysis below shows a balance between positives and negatives, suggesting that, from a funding point of view, IPDC could expand – or it could shrink. This scenario is at a time of financial pressure on UNESCO and therefore at a period when the Programme needs to play a key part in helping UNESCO's Division for Freedom of Expression and Media Development meet its C5 obligations.

2. STRATEGY AIMS AND OBJECTIVES

The strategic objective is to get IPDC onto a path of sustainable growth in funding, based upon the Programme's results-proven record in media development.

Specific aims are:

- To increase the funds available to at least \$1,5m a year by 2015,

- To increase the donor country numbers to 15 by 2014,
- To mobilize all Bureau members as active fundraisers
- To identify the actors and develop the necessary activities and accessories to support the fundraising

3. SWOT ANALYSIS OF FUNDRAISING POTENTIAL

Strengths: (which make IPDC attractive for funding):

- IPDC is unique in the UN system – UNESCO Member States can take pride in this long-established programme which is even recognized by the General Assembly.¹
- The rationale – i.e. supporting media development in developing countries (and countries in transition) – remains as relevant as when the fund was started.
- IPDC is independent, and not susceptible to being accused of being an arm of foreign policy of any single state, but rather an initiative of the international community.
- It is an institution that is unambiguous that media development is about expanding the free flow of information (as per the UNESCO constitution), and this has entailed foci such as safety of journalists, promotion of community radio and professional capacity building.
- The parameters, set by the Member States, are clear and strict in terms of what kinds of media development are supported, and these are informed by a holistic understanding of interdependent aspects in media development and of what the priorities are where UNESCO’s status, expertise, support and funding can make a difference.
- These characteristics mean that IPDC does not chase money as an end in itself, but rather seeks support from those who share an interest in media development. In other words, even earmarked contributions to IPDC (i.e. “Funds in trust”) are required to meet the terms of the Programme, rather than vice versa. In this way, IPDC is directly aligned to the institutional context and mandate of UNESCO’s Division for Freedom of Expression and Media Development.
- There is an independently-verified track record of quality in project selection, implementation and evaluation.
- More than 1500 projects in IPDC’s history have been supported, and beneficiaries are likely to respond well to the Programme if it enlists their support for its publicity and fundraising.
- Small grants by IPDC go a long way, because recipients can leverage the credibility of winning such UNESCO-linked contributions to secure support from other donors.
- UNESCO has good profile through this support, in addition to results on the ground.
- IPDC has a number of important intellectual products linked to it, especially the MDIs and the Director-General’s bi-annual Report on the Safety of Journalists.
- The IPDC project database is a pioneering initiative with great potential if it can be made more flexible and be prominently publicized.

Weaknesses:

- Knowledge of IPDC and practical “ownership” by all UNESCO Member States could be stronger.
- Few donors have come from developing countries in recent years.

¹ IPDC’s unique role has been continuously reaffirmed through UN resolutions. In December 2011, *Resolution A/RES/66/81 “Information in the service of humanity”* at the General Assembly urged all countries, organizations of the United Nations system and all other stakeholders concerned “to provide full support for the International Programme for the Development of Communication of UNESCO, which should support both public and private media.”

- The funding base fluctuates somewhat in terms of which countries, and how many, provide funding to IPDC on an annual basis.
- There is a danger that recipients see IPDC purely as a source for funds, rather than as a more holistic media development partner.
- Publicity about IPDC and the results, especially for fundraising purposes, is minimal.

Opportunities:

- Consultations with Member States on the Council show that there is substantial goodwill.
- There is good expertise amongst some Bureau representatives.
- Worldwide, IPDC has begun to act as a leader in knowledge-driven development, in a global context where media development has the potential to be recognized for a greater share of multi-lateral assistance.
- The rise of new media, especially when integrated with legacy media, is an opportunity for IPDC to raise extra funds to support innovative pilot projects.
- The value of knowledge-driven media development points to an opportunity for IPDC to raise funds for research, including MDIs and follow-ups, and to lead a global process that produces better knowledge-generation, management and sharing in the field of media development.
- IPDC has good stories to tell, meaning that publicity can be captivating, convincing and solid.
- IPDC's role in promoting safety of journalists, and the UN Plan, can attract credit.
- The Programme can attract further Associate Experts, given its vast opportunity for professional learning and development.

Threats:

- The global recession reduces budgets (although it will also channel aid money to the most cost-effective delivery channels).
- At a time when UNESCO leadership is also fundraising for the Emergency Fund of the Organization, the IPDC cause will take second place.
- Red tape and levies at UNESCO may constrain fundraising.

For a strategy to be implemented, a work plan will be needed that assesses practical priorities in terms of actions to build on the most fundamental strengths, ameliorate the most addressable weaknesses, exploit the top opportunities and find ways to deal with threats.

4. BACKGROUND INFORMATION ON FUNDRAISING PRACTICE

The Secretariat costs are covered by the Regular Programme budget, and so is the extensive work of Field Offices and professionals at HQ who backstop the work in the field. Money for projects and for many of the Media Development Indicators studies needs to be fundraised. To date, IPDC's extrabudgetary contributions have come from bi-lateral government donors. These voluntary contributions come through two modalities

- **The IPDC multi-donor Special Account** enables the Programme to ensure a global approach to media development. Only in 2011-2012, thanks to this modality of project financing, IPDC managed to implement 178 projects in 86 countries. The Special Account also ensures that the financial support is not tied up to any particular country, which is viewed positively by beneficiary organizations in terms of preserving their independence and integrity.

- Some IPDC approved projects are financed under **Funds-in-Trust arrangements (FIT)** with individual donor agencies. These projects could either be fully funded or receive supplementary funds to those given from the Special Account.

IPDC's extrabudgetary income is subjected to an overhead charge of 10% from UNESCO Central Services, which is less than the general 13% levy applied in other instances and which is a recognition of the statutory character of the Programme as an obligation to UNESCO. This is a comparative incentive for donors to support work done under IPDC auspices, where their interests are in line with IPDC priorities, because a greater share of the amount goes directly to the target. (The added advantage is that their contribution also takes on the IPDC character of being part of a wider intergovernmental initiative).

The IPDC brand certainly facilitates fundraising negotiations. However, there are administrative and legal obstacles in some Member States which prevent or discourage certain countries from contributing to the IPDC using the Special Account modality. It is also well known that the majority of national development agencies prefer to support concrete large-scale projects in selected countries instead of providing contributions to Special Accounts.

5. TRENDS IN IPDC FUNDING

During the period between 2010 and 2012, a total of US\$ 4,277,467 was received from 13 donor countries which was used for the financing of the 178 projects approved in 2011-2012. The amount of contributions for in 2013 is, unfortunately, much more modest. Note: The figures below are *before* the deductions for Programme Support Costs.

		55 th Bureau, (22-24 March 2011)	56 th Bureau, (22-24 February 2012)	57 th Bureau, (20-22 March 2013) Expected
1.	Andorra	52,344	42,368	12,870
2.	Belgium	142,653 (FIT)	-	
3.	Denmark	275,000	275,000	275,000
4.	France	27,127	38,000	
5.	Finland	267,738	266,666	259,740
6.	India	530,000	-	
7.	Israel	15,052	-	
8.	Netherlands	-	66,666	64,767
9.	Norway	166,945	174,709 276,420 (FIT)	196,100 161,816 (FIT)
10.	Spain	443,787	130,000	
11.	Sweden	36,737	103,656	30,000
12.	Switzerland	482,456	-	
13.	USA	200,000	264,143	
	TOTAL	2,639,839	1,637,628	1000,293

6. FUNDS-IN-TRUST EMPHASIS

Given the background sketched above, the most promising modality **for a substantial increase** in the financing of IPDC projects could be new fund-in trust (FIT) arrangements with government donors, subject always to decisions by the Bureau and the agreed priorities of the Programme. In addition, and in this context, it is necessary for IPDC Secretariat, with support from UNESCO CFS, to be aware of specific relevant areas for funding policies and criteria of key donors, and to proactively advocate for funding in many cases.

In general, donors could be encouraged to take maximum advantage of the character of the Programme by concentrating under the IPDC umbrella, if possible, many of the future FIT media development projects of FEM division. At the same time, this should not overshadow the need for IPDC to secure funds that (within the Programme priorities) can be disbursed to suitable project applicants without being earmarked in advance. In addition, a key aspect of media development support is to capacitate projects (in IPDC's case with funds and expertise), so that it is implementation by them, rather than by UNESCO secretariat staff, which produce the intended results. (In contrast, some FIT media development projects entail implementation by UNESCO staff, while others can be more open-ended as to allow grant-making by the Bureau, and it is these that could be appropriately channeled through IPDC).

To take maximum advantage of the FIT modality, it will be necessary for IPDC Bureau to develop a rapid response mechanism. In this way, the Chair can carry out online consultations during the period between Bureau meetings, in order to take a decision on large-scale pre-negotiated FIT projects prepared by CI professionals at HQ or in the field. If the Bureau agrees here, the proposal from the Secretariat is that the Chair circulates the relevant information with ten working days for a response. If a majority of members are in favour, the FIT project would then proceed.

7. PROSPECTIVE FUNDERS

Every Member State at UNESCO is a potential funder. Amongst those to be targeted particularly, however, are:

- States that have been donors previously, but have ceased;
- States where projects have been supported in the past, and who can be asked to help pay-“forward” as a vote of confidence in the Programme.
- Should the Emergency Fund no longer be necessary in coming years, the contributors to that initiative could be approached.

State development agencies are a second potential source of direct funding. Here, agencies like Sida, Cida, Dfid, German Development Aid, Belgium Aid, Irish Aid, Danida, USAID, European Union, etc. are significant. Research is needed to develop a matrix as to which ones could be specific prospects. Private foundations and commercial partners (and not forgetting the media and new media industries) are a third broad source. The risk, here, however is that instead of such new contributions adding to IPDC, some Member States could reduce contributions (and therefore the unique character of IPDC the global intergovernmental player the global media development arena). It is also often an uphill struggle to get extra-governmental actors to give money to UNESCO. Nevertheless, research is needed as to which ones could be approached, and would see benefit in an association with the UNESCO brand (à la L'Oreal). A fourth funding opportunity to explore is to get Field Offices to tap local embassies and UN country programme funding to contribute matching funds to grants – in this way, IPDC can catalyse resources into media development.

Successful fundraising is based on information about the interests, etc. of the donor body as noted in the preceding paragraphs. But it becomes sustainable due to the servicing of the donor, and the building of a

relationship based on efficiency, transparency, trust and frequent communication. These have a bearing on the question of getting IPDC funding onto a sustainable path, and they require sufficient secretarial capacity to implement. A separate document to the Bureau covers IPDC's human resource capacity issues.

8. FUNDRAISING ACTORS AND ACCESSORIES

The champions of IPDC fundraising should be:

- The Chair of the IPDC should lead the process, being visible and promoting the Programme across a range of opportunities both within and outside UNESCO.
- UNESCO Member States on the Bureau, and also the Council, should also play an important role in securing funds. Materials will be needed to assist Bureau members to make the case to their principals and to their peer UNESCO Member States who are not in IPDC bodies.
- The Secretariat itself must play an important part in profile-building and fundraising for IPDC. The UNESCO field officers who manage IPDC projects also have very important roles. Ideally, an Associate Expert should also be found from a supportive Member State to assist in this area.
- The Director General could be very influential in assisting IPDC to be funded, particularly if the Programme's successes are brought to her attention by Secretariat and Member States.
- Any projects that have gone on to become substantial media players should be asked to contribute.

To enable these connections to be made, a suite of materials is required – particularly demonstrating that IPDC delivers tangible results, cost-effectively. These should highlight that IPDC is not collecting funds for charity, but for mission-critical UNESCO development work and which the record shows has a high success rate. A separate document setting out a Visibility Strategy is being tabled at the Bureau in this regard.

CONCLUSION

In a context of cuts in the FEM regular programme, IPDC's strength becomes ever more important. If FEM is to achieve the targets of the C5, UNESCO needs an IPDC that is able to mobilize and direct resources in highly complementary ways. To do this, the strategic actions here can be translated into a concrete work programme and a budget. For IPDC's direct work in media development assistance to continue as a feather in the UNESCO cap, all stakeholders will be needed to build the fundraising momentum of this unique initiative.

BUREAU ACTION

The Bureau, having discussed this document and any amendments, may wish to:

- Encourage the Secretariat to pursue this fundraising strategy.
- Resolve to assist where possible and appropriate.
- Agree on a "rapid response" mechanism for decisions between Bureau meetings concerning Funds in Trust.