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Diversity of
Cultural Expressions

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

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**EVALUATION REPORT OF THE PREVIOUS COMMUNICATION AND FUNDRAISING
STRATEGY OF THE INTERNATIONAL FUND FOR CULTURAL DIVERSITY (2013-2018)
AND NEW IFCD FUNDRAISING STRATEGY (2021-2023)**

This document presents the final evaluation of the previous International Fund for Cultural Diversity (IFCD) Fundraising and Communication Strategy and outlines a new IFCD Fundraising Strategy (2021-2023) proposed by the Consortium IZI S.P.A (Italy) and International Fundraising Consultancy (United Kingdom of Great Britain and Northern Ireland).

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1. BACKGROUND

1.1. Introduction

The assignment aims to provide UNESCO's International Fund for Cultural Diversity (IFCD) with an evaluation of its five-year (2013-2018) Fundraising and Communication Strategy, and a new IFCD Fundraising and Communication Strategy for the next three-year period (2021-2023). The evaluation takes into consideration the mandate of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005 Convention).

The present report is based on a consultative process, desk review (statutory reports, related decisions, internal studies and previous IFCD evaluations), and qualitative interviews. This consultative process involves discussions with UNESCO representatives based at headquarters, as well as Member States and other stakeholders targeted by the strategy. These stakeholders have provided input on achievements and challenges during the implementation of the past Strategy, as well as proposals for further developments in the new one.

The **purpose** of this Report is twofold: to provide an overall evaluation on the past Fundraising Strategy and to draft a new strategy for the next period, including a specific communication strategy and implementation and resource plan. The Report is structured as follows:

- The first chapter summarizes the background of the assignment, its objectives and its scope;

- The second chapter presents the results of the IFCD Fundraising Strategy evaluation. It includes an outline of the methodology, an overview of the key findings for each evaluation question, and a final set of conclusions and recommendations.

- The third chapter presents the new Fundraising Strategy for the 2021-2023 period, outlining the approach, targets, products, and a set of concrete activities to be implemented as part of the new strategy.

- Chapter four includes a Fundraising and Communication Strategy, with specific channels and messages for each target group.

- Finally, the fifth chapter presents a fundraising implementation plan that considers the above-mentioned strategies, UNESCO's priorities, and the IFCD's human, financial and material capacities.

1.2. Context

1.2.1. UNESCO's 2005 Convention

UNESCO's 2005 Convention is a legally binding international agreement by which the international community formally recognizes the dual nature, both cultural and economic, of contemporary cultural expressions produced by artists and cultural professionals.

The 2005 Convention is at the heart of the creative economy and shapes the design and implementation of policies and measures that support the creation, production, distribution and access to cultural goods and services. It was adopted as an instrument to recognize: i) the distinctive nature of cultural goods, services and activities as vehicles of identity, values and meaning; ii) cultural goods, services and activities as not mere commodities or consumer goods, thus objects of trade.

The 2005 Convention is a strategic instrument for the achievement of the 2030 Agenda for Sustainable Development. Indeed, the essential role of culture, creativity and cultural diversity in reconciling the economic and social aspects of development, and in advancing economic growth and fostering social inclusion, has been recognized as contributing to the achievement of the 17 Sustainable Development Goals (SDGs). In detail, the Convention's goals are to:

i. support sustainable systems of governance for culture;

ii. achieve a balanced flow of cultural goods and services and increase the mobility of artists and cultural professionals;

iii. integrate culture in sustainable development frameworks;

iv. promote human rights and fundamental freedoms.

In this context, the 2005 Convention encourages the introduction of cultural policies and measures that nurture creativity, provide access for creators to participate in domestic and international marketplaces where their artistic works/expressions can be recognized, compensated and widely accessible to the public at large. The 2005 Convention recognizes the sovereign right of States to maintain, adopt and implement policies to protect and promote the diversity of cultural expressions, both nationally and internationally. It also supports governments and civil society in finding policy solutions for emerging challenges and provides a framework for informed, transparent and participatory systems of governance for culture.

The Convention is also a framework for supporting projects that foster the emergence of a dynamic cultural sector by facilitating the introduction and/or elaboration of policies and strategies that protect and promote the diversity of cultural expressions and by reinforcing institutional infrastructures. The main objectives of interventions implemented under the Convention:

- **Recognizing and optimizing the overall contribution of the cultural industries to economic and social development, particularly in developing countries;**

- **Integrating culture into sustainable development strategies and national development policies;**

- **Promoting international cooperation to facilitate the mobility of artists as well as the flow of cultural goods and services, especially those from the global South.**

1.2.2. The International Fund for Cultural Diversity (IFCD)

The IFCD is a voluntary, multi-donor fund used to foster the emergence of dynamic cultural sectors in developing countries. The Fund was established under Article 18 of the 2005 Convention and is one of its cooperation tools for implementation. The IFCD is only one of the several Funds that support UNESCO's work in the field of culture with a vision to connect culture and economic growth and development. UNESCO's other funds include the World Heritage Fund and the Intangible Cultural Heritage Fund.

The use of resources is decided by the Intergovernmental Committee for the Protection and Promotion of the Diversity of Cultural Expressions (IGC). Every year, the Secretariat launches a call for funding open to public authorities and institutions, non-governmental organizations (NGOs) and international non-governmental organizations (INGOs) in developing countries.

The Fund aims to achieve the Convention's objectives through the implementation of strategies that have a direct impact on the creation, production, distribution and access to a diversity of cultural expressions, including cultural goods, services and activities. The projects implemented through the Fund seek to promote the development and the growth of different creative sectors in developing countries. Projects focus on:

i)   **the elaboration of policies and strategies that protect and promote the diversity of cultural expressions (governance and public policies);**

ii)   **the reinforcement of institutional infrastructures supporting viable cultural industries, which includes the reinforcement of human and institutional capacities of public sector and civil society organizations (capacity development);**

iii)   **supporting local artists and cultural professionals by improving their entrepreneurial skills, legal or economic infrastructure (cultural and creative industry development).**

Since 2010, the IFCD has invested more than US$ 7.5 million in funding for more than 100 projects in more than 50 developing countries. The projects have covered a variety of cultural domains and focused on the development and implementation of cultural policies, capacity-building for cultural entrepreneurs, mapping cultural industries and the creation of new cultural industry business models. The IFCD continues to develop new ways of supporting projects by allowing:

- **the development of innovative cultural policies;**

- **innovative cultural business models to flourish and investments in creativity;**

- **the promotion of gender equality and opportunities for youth in the field of culture.**

As part of its mission to contribute to social inclusion and sustainable development, the IFCD has and continues to focus on prioritizing and implementing projects that reflect UNESCO's two global priorities: Gender Equality and Africa. Since its establishment, around 45% of projects have been funded in Africa.

So far, Member States have provided most of the contributions made to the Fund. On an annual basis, Parties are encouraged to provide voluntary contributions representing at least 1% of their contribution to the

UNESCO budget. However, the private sector and individuals are also encouraged to voluntarily contribute to the Fund. In 2013, a five-year fundraising and communication campaign was adopted by the IGC in order to sustain the increasing demand for financing. The purpose was to ensure that the IFCD receives regular financial support from at least half of the Parties, and to establish six key partnerships with the private sector which will represent 30% of the future IFCD's resources.

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2. EVALUATION OF PREVIOUS FUNDRAISING STRATEGY

2.1. Rationale of the evaluation

The IFCD's external evaluation carried out in 2017 recommended a review of the current Fundraising Strategy in order to reorient its targets (R16) and to conduct an analysis of the communication strategy to better understand required improvements (R20)[1]. In December 2018, the IGC decided to perform an evaluation of the fundraising and communication strategies completed in 2017, in order to inform the design and implementation of the new strategy for the next period.

In this context, this assignment is designed to serve both for accountability and learning purposes and evaluates the previous five-year Fundraising and Communication Strategy. Among the main purposes of the evaluation are:

- **to assess and report on the quality and results of the 2013-2018 Fundraising and Communication Strategy, as well as the associated operations and activities to implement the Strategy (accountability);**

- **to determine the reasons why changes expected to occur as a result of the Strategy did or did not actually occur and draw lessons that should help in drafting the new Strategy and its implementation (learning).**

The evaluation addresses four questions:

a. **To what extent has the Strategy achieved the expected results?**

   It measures the level of effectiveness in reaching objectives of the Fundraising Strategy.

b. **How was the Impact of the communication contents produced?**

   It measures the level of awareness in the different target groups about information and communication.

c. **How was the IFCD image perceived by the stakeholders?**

   It measures the IFCD role and position with respect to the mandate of support the Diversity of Cultural Expressions are positively perceived by the stakeholders.

d. **To what extent the relationship strategy with private sector was successful?**

   It measures the level of engagement with private sector to secure partnerships.

The evaluation comprehensively addresses the Strategy and its results. It does not provide an evaluation of IFCD activities and partnerships. The evaluation covers the **implementation of the strategy** in its entirety, embracing the individual components and activities. Our focus has been on identifying the **strategy contribution to both specific results** and **overall changes**, also unpacking the role of the instruments used. The evaluation intends to identify to what extent the strategy applied has achieved the expected results and to what extent it *meets* the needs and expectations of contributor Parties. At the same time, the evaluation would provide insights on specific **lessons learned and good practices** for the subsequent exercise.

The targeted audience of this evaluation is represented by:

a. The IFCD senior management and staff, the IGC and the Conference of Parties;

b. Other services and UNESCO Conventions dealing with culture, and involved in communication and partnership relations;

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[1] I. Gomez and E. Otero – External Evaluation of the International Fund for Cultural Diversity (IFCD) UNESCO. October 2017. Recommendations, page 44

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c. The UNESCO Field Offices and National Commissions, to better address the opportunities and challenges inherent to the Fund and resource mobilization from public and private sources;

d. UNESCO Partners (companies, foundations, NGOs, etc.): especially those which have already developed a relationship with UNESCO, with interests in the findings of this Evaluation and, in particular, in the effectiveness of the previous Fundraising and Communication Strategy. Indeed, the private sector will require targeted products to be developed on the basis of the evaluation's findings.

2.2. Methodology

The evaluation was launched with an **initial meeting** held at UNESCO Headquarters (HQ). The meeting with IFCD staff clarified the scope and objectives of the assignment and client expectations. During this kick-off meeting the limitations and challenges were also discussed, as well as any important organizational and process-related aspects of the Evaluation.

During the same visit to UNESCO HQ, a first round of **non-structured interviews** was carried out with IFCD staff. This first set of interviews allowed the Evaluation Team (ET) to get familiar with the Fund and to identify the most relevant documentation for the evaluation exercise. As a result of this process, the ET drafted a preliminary list of **key stakeholders** to be interviewed during the data collection phase. The stakeholders were mapped and grouped in four categories based on their involvement in the fundraising and communication process:

1. **Internal UNESCO staff (including past IFCD staff);**

2. **Parties to the Convention;**

3. **Project beneficiaries;**

4. **Private sector donors (corporate and individual).**

At this stage, the evaluation team also identified the main determinants (i.e. critical conditions) and assumptions of the **Theory of Change (ToC)** attaining to the implementation of the Fundraising Strategy. The analysis of the ToC was built on three steps: i) identification of the underlying pathways of change, through document review and interviews; ii) identification of the nature of implicit and explicit assumptions embedded within the previous strategy, through document review and interviews; iii) construction of the overall ToC across all levels from activities, through intermediate, to end outcomes.

The evaluation questions (EQs) have been developed based on the ToC and the main evaluation criteria listed in the terms of reference. Specific indicators for each evaluation question have also been developed. All the information has been summarized into a comprehensive **Evaluation Matrix (EM)**, which served as a framework for the collection, analysis and assessment of data and information in relation to each specific evaluation question.

The team conducted an **in-depth analysis of existing data/information** which included:

i) major documents related to the implementation of the IFCD Fundraising Strategy;

ii) other comparable organizations' documents (strategies and international agreements);

iii) academic literature and position papers, comprehensive of funding statistics;

iv) IFCD monitoring and evaluation reports;

v) statistics produced by international organisations.

Data and information collected have been discussed, analysed and compared in order to provide evidenced findings. At the end of the analysis the findings have been drafted ensuring an adequate coverage of each EQ. The data have been organized and categorized, thus described in order to generate findings of facts, finally interpreted assessing findings against criteria and qualitative ratings (from poor to good, with narrative). Through regular consultations between the team members, the results have been structured in the Evaluation Report.

2.3. The previous Fundraising Strategy 2013-2018

Since its creation in 2007 until 2018, the IFCD operates a budget of nearly US$10 million from 73 Member States and some individual funders. To respond to the increase in project applications, a five-year Fundraising and Communication Strategy (2013-2018) was adopted by the IGC, at its sixth session in 2012 (Decision 6.IGC 6, par. 3). The overall objective of this strategy was to ensure that the IFCD received regular

financial support from at least half of the Parties, and to establish six key partnerships with the private sector which will represent 30% of the future IFCD's resources.

It is worth mentioning that according to Article 18 of the Convention, the Fund's resources consist, among others, of:

i.   voluntary contributions made by Parties;

ii.   funds appropriated for this purpose by the General Conference of UNESCO;

iii. contributions, gifts or bequests by other States, organizations and programmes of the United Nations system, other regional or international organizations, and public or private bodies or individuals;

iv.   funds raised through collections and receipts from events organized for the benefit of the Fund.

The logic behind the Strategy is that the cultural sectors in developing countries require increasing support for strengthening their means to create, produce, distribute and provide access to various cultural goods and services The IFCD works in this direction, supporting projects that strengthen and develop cultural sectors in developing countries. The Fund supports the following main activities: governance and public policies development, capacity development, and cultural and creative industry development.

To respond to the increase in project applications, the IFCD has developed an appropriate Strategy that ensures that the Fund receives the expected financial support through the following sources:

1.   Parties contributions (regular financial support from at least half of the Parties to the Convention);

2.   Private sector contributions (at least 6 key partnerships that represent at least 33% of IFCD resources);

3.   Donations by philanthropists.

The 2013-2018 Strategy is expected to have been successful in ensuring that the fund receives financial support that corresponds to its needs, allowing for its objectives and those of the 2005 Convention to be achieved.

The strategy is mainly focused on two key areas of intervention: increasing Parties' interest in the Convention mandate and establishing solid partnerships with the private sector and HNWIs. Three types of activities are leading to these outcomes:

Step 1: Strategy and communication – The IFCD Brand is expected to have been strengthened through the adoption of the strategy, the design of specific communication tools and the development of case studies approach. The implementation of these interventions is meant to have led to an increase in Parties' sensitization and to an improvement in the perceived effectiveness of the Fund.

Step 2: Partnership with the Private sector and HNWIs – The IFCD is expected to have identified and secured a certain number of partnerships with the private sector, strengthened relations with HNWIs, and implemented Recognition Campaigns.

Step 3: Global and Media partnerships – The development and implementation of global partnerships and a media partnership are also intended to lead to an increase in private sector contributions and donations by philanthropists. The ToC also refers to a set of assumptions for each key intervention representing enabling factors for achieving the expected outcomes.

2.3.1. The previous Fundraising Strategy's Theory of Change

The following Theory of Change (Figure 1) explains the causal pathway from the adoption of the 2013-2018 Fundraising and Communication Strategy, developed to ensure visibility and regular financial resources, to the expected impact.

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Patways to Change

= Key interventions   = Outputs

INPUT
IFCD adopted a five-years Fundraising and Communication Strategy in 2012, to ensure visibility and support Fund activities with regular financial resources.

Redefinition of strategy and position

Activation of specific communication systems

Development of cases for support

Assumptions:
IFCD team has specific skills in partnership and communication;
IFCD procedures are flexibles to respond and adapt to requirements;
IFCD relies on the UNESCO brand and secures representatives at high level;
Information of IFCD's interventions is well documented and disseminated.

IFCD Brand is developed and identified

Parties are sensitized about the themes of the Convention

Development of partnerships with the Private sector

Cultivation of relationship with High Net Individuals

Implementation of Recognition Campaign

Assumptions:
Culture for development is relevant to the development agenda;
Monitoring system is put in place to measure results.

Fund's interventions are perceived effectively

Contribution of Parties is increased

Partnerships are identifed and securized

Search for Global partnership

Establishment of one Media partnership

Assumptions:
A specific Business Plan is in place for activities.

Parties provide constant contributions

Private sector contributes significantly to IFCD

Philanthropists contribute by donations

IMPACT
IFCD is receives a financial support that corresponds to its needs and allows a successful achievement of its objectives.

Step 1   **Step 2**   **Step 3**   **Outcomes**

Figure 1: Theory of Change

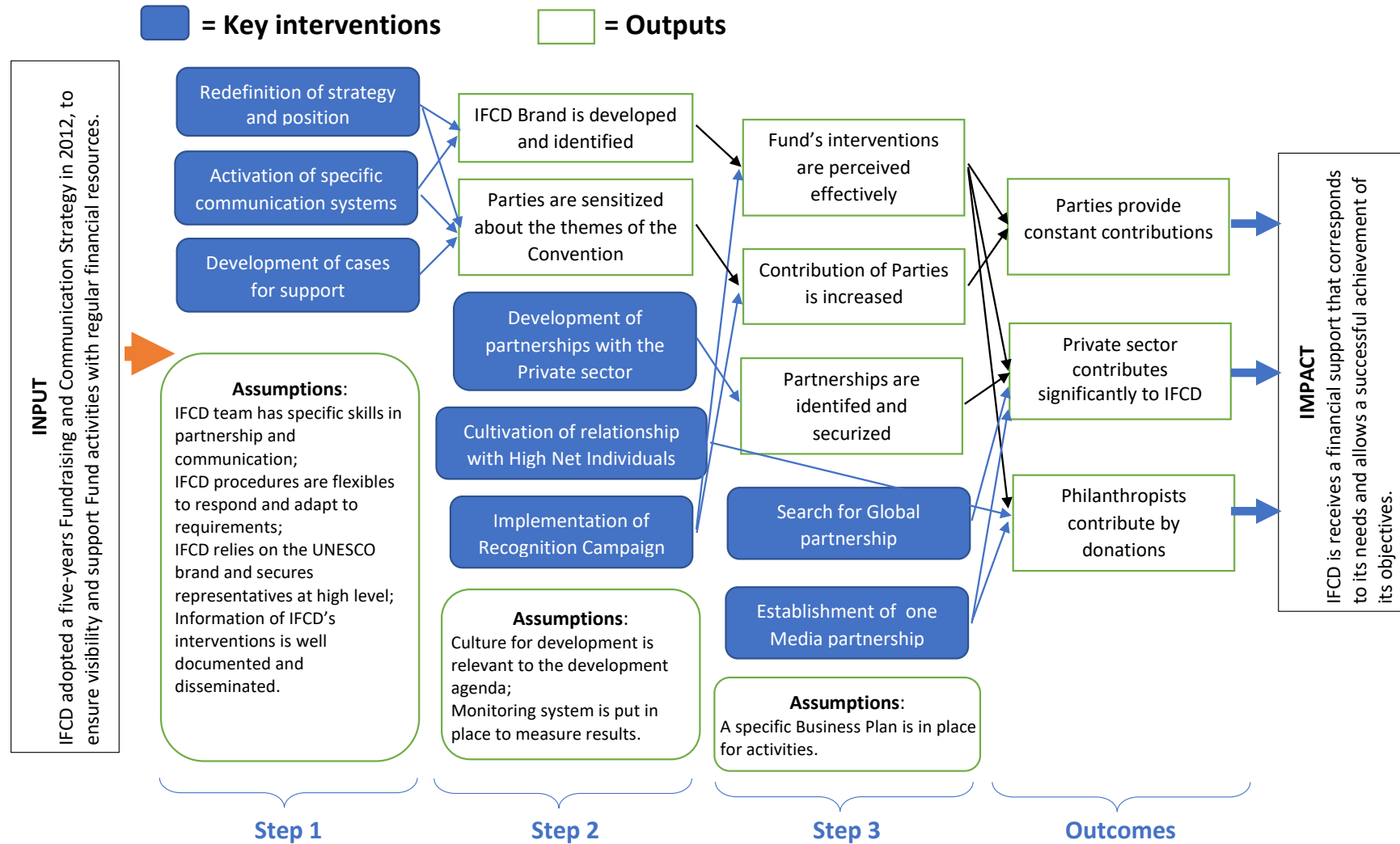INTERNATIONAL FUNDRAISING CONSULTANCY

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2.3.2. The Evaluation Matrix

Table 1*: Evaluation Matrix*

EQ1		To what extent has the Strategy achieved the expected results?		
Criterion: Effectiveness		**Level of effectiveness in reaching objectives of the Fundraising Strategy**		
Sub-questions: - **To what extent have the activities planned in the Strategy been implemented?** - **How much has funding increased at the end of the period?** - **What is the annual rate of Parties contribution to the Fund?**		*Indicators* - **Degree to which the planned interventions have been implemented and allowed to reach objectives (analysis ranking 5 – 1)** - **Number of Member States contributing to IFCD annually** - **% of increase in funds received**	*Analysis of documents/data:* - **IFCD FS Annual Reports** - **IFCD Fundraising Strategy** *Interviews with:* - **IFCD Secretariat Staff** - **Member States Representatives**	*Methods:* - **Literature analysis** - **Interviews** - **Small groups discussions** *1.1.1.1*
EQ2		What was the Impact of the communications content produced?		
Criterion: Efficiency		**Awareness level in the different target groups for information and communication**		
Sub-questions: - **Have target groups and relevant channels of communication been sufficiently identified?** - **Have messages been tailored to different target groups?** - **Has a monitoring system been put in place to verify the change in perception produced?** *1.1.1.2*		*Indicators* - **Stakeholders within UNESCO and external partners are aware of IFCD activities and contribution needs** - **IFCD resource mobilization experiences positive impact of information and communication about diversity of cultural expressions (analysis ranking 5-1)** - **Number of communication products tailored to specific targets**	*Analysis of documents/data:* - **IFCD communication products** - **Monitoring reports (focus on visibility)** - **Project reports (focus on visibility)** *Interviews with:* - **IFCD Secretariat Staff** - **Member States Representatives** - **Key Informants** - **Project beneficiaries**	*Methods:* - **Review of the information and communication plan** - **Literature analysis** - **Interviews** *1.1.1.3*

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EQ3		How was the IFCD image perceived by the stakeholders?		
Criterion: Impact and Sustainability		**IFCD role and position with respect to its mandate to support the diversity of cultural expressions are positively perceived by stakeholders**		
Sub-questions: - **What is the added value of IFCD actions compared to other interventions/donors?** - **Has this perception led to increase the stakeholder engagement in support of the Fund?**		*Indicators* - **Number of projects submitted for funding** - **Distribution of interventions is balanced and follows urgency and vulnerability, as per global sectoral priorities (documented evidence in strategy and planning documents)**	*Analysis of documents/data:* - **IFCD strategy relevant documents, including previous evaluation report** - **Project monitoring reports** - **Relevant institutional papers** *Interviews with:* - **IFCD Secretariat Staff** - **Member States Representatives** - **Key Informants**	*Methods:* - **Literature analysis** - **Interviews** - **Small groups discussions** **1.1.1.4**
EQ4		To what extent was the relationship strategy with the private sector successful?		
Criterion: Effectiveness		**Level of engagement with the private sector to secure partnerships**		
Sub-questions: - **Have been the steps of the strategy developed and clearly implemented?** - **Has the strategy implementation been supported by qualified personnel?** - **What is the staff's level of engagement with the private sector?**		*Indicators* - **Number of contacts developed with corporates and HNIs** - **Number of partnerships secured** - **Level of private contributions achieved**	*Analysis of documents/data:* - **IFCD FS Annual Reports** - **IFCD Fundraising Strategy** *Interviews with:* - **IFCD Secretariat Staff** - **Member States Representatives** - **Private sector stakeholders**	*Methods:* - **Literature analysis** - **Interviews** - **Small groups discussions**

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2.4. Findings

Answers to the evaluation questions, presented in the Matrix above, are organized on two different levels: i) synthetic answers to each EQ, elaborated in the shape of a schematic table; and ii) analysis of the results of the evaluation based on sub-questions and evaluation criteria.

2.4.1. Effectiveness in reaching the objectives of the Fundraising Strategy

QUESTION 1: To what extent has the Strategy achieved the expected results?

Synthetic Answer to Question 1

The Strategy's objective was to triple the IFCD's annual income over five years (2013-2018), of which at least 30% would come from private sector sources. At the end of the period, the level of annual income remained close to the baseline (US$ 800,000) and almost all funds are generated through contribution from Parties.

The limited results cannot be ascribed to the Strategy's design, and should rather be considered the result of a series of constraints in the implementation process. The planned activities only carried out partially and were based on choices that did not follow a structured monitoring process. In the absence of a monitoring process, the Strategy implementation has been driven by day-by-day management, influenced by the IFCD's budgeting rules, which did not allow *for* overall planning, or for authorizing the use of available resources on the basis of the reduced income.

Where implemented, activities were deployed in a positive manner, but their impact on the achievement of results has been poor due to the lack of an overall vision and follow-up.

1.1 **To what extent have the activities planned in the strategy been implemented?**

The implementation of the Strategy foresaw the three steps described above (Chapter 2.3). The **First Step** which occurred over 18 months – from January 2013 to June 2014 - should have been devoted to **expanding the existing support base** and to consolidating the visibility amongst donors. The expected key actions were:

- o Creation of a Funding Appeal (Case for Support) directed toward Parties to the 2005 Convention and the implementation of the "Your 1% counts for creativity" campaign;
- o IFCD rebranding;
- o Production of support materials and alignment with the UNESCO policy;
- o Setting building blocks for reaching out to alternative funding sources.

As regards the first action (Funding Appeal), the Strategy planned a 1% campaign, starting with a launch event and a series of face-to-face meetings with Parties, supported by the provision of IFCD information tools. The campaign was launched in June 2013, prior to the fourth session of the Conference of Parties. According to the 2013 Report on the IFCD Fundraising Strategy[2], the event was well appreciated by the Parties. Following this first launch, several reminders and communication tools were disseminated to Parties to promote their contributions. No other information was collected about direct meetings/visits with selected Parties. This part of the Strategy implementation, that would have allowed for a closer relationship between the IFCD structure and interested Parties, does not seem to have been developed.

In 2013, IFCD rebranding was directed toward a larger audience, consisting of UNESCO networks (different UNESCO departments dealing with culture, partnerships and communication) and civil society networks. The aim of this stakeholder engagement activity was to present and define the new IFCD brand, focusing on impacts, results and real-life stories. Activities implemented have indeed not been targeted, as the products consisted of a series of undifferentiated communication tools:

- Some electronic newsletters (e-updates) concerning the activities related to financed projects;
- A new IFCD brochure, providing main results of projects implemented from 2011-2013;

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[2] Item 7 of the provisional Agenda of the Intergovernmental Committee for the Protection and Promotion of the Diversity Cultural Expressions – Seventh Ordinary Session – Dec 2013

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- One corporate video and three multimedia stories, produced in English, French and Spanish (presenting a selection of projects funded in Argentina, Croatia and Senegal, with interventions, in capacity building, market access, policy action and skills development);

- An updated IFCD website, and the inclusion of a special section dedicated to fundraising.

Starting from 2014, the Secretariat commissioned periodic reports on the successful dissemination of the e-updates. For 2014, reports[3] state that e-updates were sent to around 2,500 recipients with a single "click rate" of around 20%, which is higher than the average rate for products in similar sectors and audiences. The same reports provide useful information about the most appreciated sections and displays a limited use of the link for donations. The analysis shows that the production of the tool was effective, but its distribution was not specifically targeted to collect donations.

The last action of Step 1 was the establishment of building blocks to further improve the Fundraising Strategy and target diversification. According to the implementation reports, alist of prospective donors within the private sector and related protocols of approach were drafted. Among those, the strategy highlighted the need to develop an IFCD Business Plan, as a priority "for establishing a compelling and clear case for support"[4] and as a way to ensure accountability to donors. This instrument has never been created. Among the key reasons were difficulties associated with UNESCO administrative rules, which are based on annual budget allocations and which do not facilitate the adoption of multi-annual business plans.

The impossibility of multiannual budgetary allocations is one of the key limitations for the successful management of the strategy. Indeed, the resources allocated to the Strategy have been much lower than initially planned, which negative impacted results. The following table shows the actual allocation of financial resources from the IGC, according to available implementation reports.

Table 2: *Allocation of financial resources to the Strategy*

Phase	Budget	Allocation	%
Step 1 (Jan 2013 - June 2014)	399.500	174,500	43,7
Step 2 (July 2014 - June 2016)	457.125	95,124	20,8
Step 3 (July 2016 - Dec 2017)	351,625	80,125	22,8
Total	1,208.250	349,749	28,9

It has been observed that the allocation doesn't include a budgetary provision for human resources, dedicated specifically to fundraising activities. The low budgetary allocation and the non-monitoring-linked disbursement of funds are among the key reasons for poor Strategy performance.

Step 2 of the Strategy focused on expanding the Fund's fundraising capacity to a broader range of private sector partners. This step occurred over 24 months, from July 2014 to June 2016. Its respective actions aimed at making companies aware of the possibility of establishing partnerships with the IFCD as part of their Corporate Social Responsibility Strategy. The second objective was to target High Net Worth Individuals (HNWI), to raise awareness of the importance of cultural diversity for development.

Step 3 of the Strategy, from July 2016 to end 2017 (18 months), included: i) the development and implementation of an innovative fundraising mechanism; ii) the establishment of a Partnership with a global corporation; iii) and the definition of a strategic advocacy partnership with a global media provider. After this last step, the Strategy could have been considered concluded, and the expected outcome of strengthening the IFCD's role as a driver of culture for development would have been reached.

The actions implemented under Step 2 and 3 related to engaging with the private sector will be analysed in detail in chapter 2.4.4 (EQ4). As regards the other stakeholders (Parties, civil society and UNESCO network), activities moved in the same direction as Step 1. Again, the efforts were concentrated in the dissemination of information materials, while no evidence about specific involvement and direct (face-to-face) contacts was present. Progress has been made in obtaining a more proactive participation of the UNESCO network (National Commissions) in the distribution of information packages at the local level.

In Step 3, the strategy component concerning the search for a strategic partnership with a global media provider has not been pursued. Communication efforts from the Secretariat staff allowed the production of standard communication tools: e-updates, IFCD brochures, leaflets, and videos. Additional efforts were invested in exploring the possibility of social media for the distribution of multimedia products and calls for

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[3] Liang Comunicações - IFCD E-updates Analytical Reports 1 and 2 - 2014
[4] Fundraising and Communication Strategy 2013-2018 – Parag. 99

funding. Although the audience reached through these channels has increased, no measurable impact has been registered on fundraising activity.

The Fundraising Strategy expired at the end of 2017. While waiting for the new strategy, the Secretariat continues with the implementation of fundraising and communication activities, trying to incorporate the recommendations of the overall Fund evaluation carried out in October 2017. The main recommendations for fundraising activities were the following:

- REC 16. 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.

- REC 17. 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 from the last 5 years.

- REC 18: To strengthen the 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).

- REC 19. To modify the current success target of 50% of contributing countries to instead focus on ensuring that at least half of the Parties to the Convention give regularly to the Fund, in line with the suggested 1% (Art. 18.3 and 18.7)

These recommendations refer to the approach and the Secretariat's priorities for the 2018-2019 period: i) to focus on Parties' commitment, with Parties as main contributors of the Fund; ii) to enhance the number and level of regular contributors. This trend has been confirmed by the IFCD's interviewed staff as a clear priority of action. Moreover, the absence of staff dedicated to fundraising activities made it difficult to tailor different fundraising activities to different targets.

It would be important to note that the above-mentioned recommendations state desired changes in the Strategy's objectives, but without suggesting alternatives. Lacking those, the activities are currently implemented as follows: publication of articles on the projects, focusing mainly on impact, and the development of institutional tools stressing the linkages between culture and development and the importance of IFCD interventions.

1.2 What is the increased level of funding at the end of the period?

The overall objective of the Strategy in financial terms was to triple the IFCD's annual income over five years, from 2013 to 2018, leveraging the available budget from US$800,000 to US$2.8 million. Among the specific financial objectives, the Strategy aimed to achieve:

- a regular financial contribution from at least half the of Parties to the Convention, i.e. 62 Member States;

- 30% of income of the Fund contributed through partnerships with private sector donors.

The progress of income is recorded in IFCD documentation and is shown in the table below for the period considered. The amounts are expressed in US Dollars.

**Figure 2**: *Annual contributions to the IFCD*
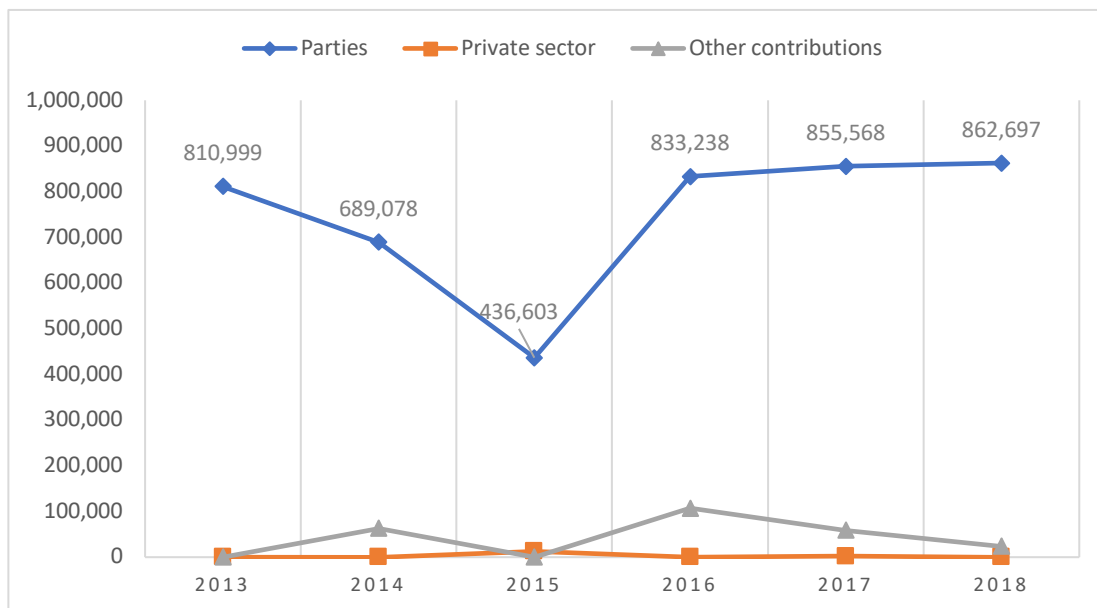
Source: Consortium Elaboration on IFCD data

The graph shows that income from private donors has been lower than what was expected and was limited compared to the total IFCD annual budget. Indeed, contributions from the private sector amounted to US$ 14,736 during the six-year period.

On the other hand, contributions from Parties averaged US$ 748,030 annually. Although it is far from the target, after a strong decrease from 2015, the budget has remained consistently above US$ 800,000. In general, if we look at the Strategy's period, the flow of contributions from Parties remained substantially unchanged. However, by observing previous periods (2007 -2012), contributions have been far from regular over time. For example, in 2012 - the last year before the adoption of the Strategy - the Fund's income was only US$ 480,000.

Always referring to the Parties, it is important to highlight that the first 10 donors in terms of total contribution to the IFCD, between 2013 and 2018 provided the Fund with US$ 3,573,195, namely 80% of total contributions. The list of top 10 contributors is shown in the following table.

Figure 3: *Main IFCD Donors*
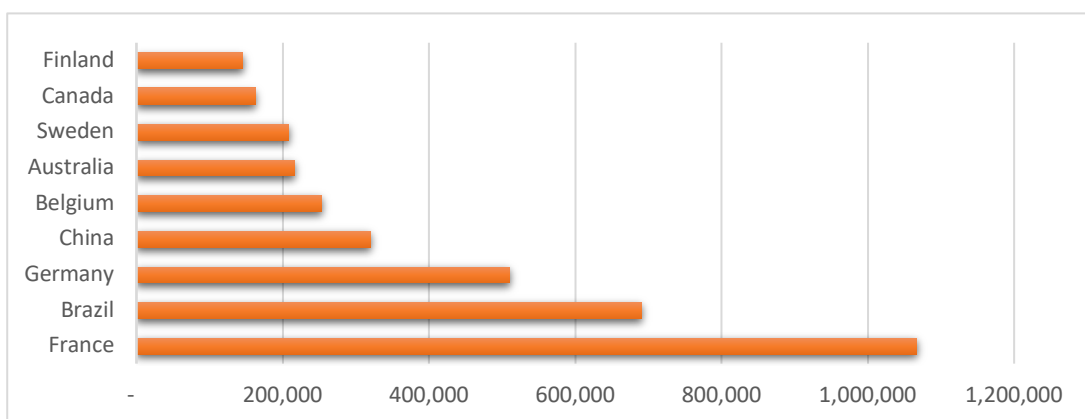
Source: Consortium elaboration on IFCD data

As regards geographical distribution, the highest percentage of contributions comes from Northern Europe and North America. The following table offers a glimpse of contributions by geographical area for the 2013 to 2018 period. The line represents the average amount of contributions per area.

Figure 4: *Contributing Parties per region*
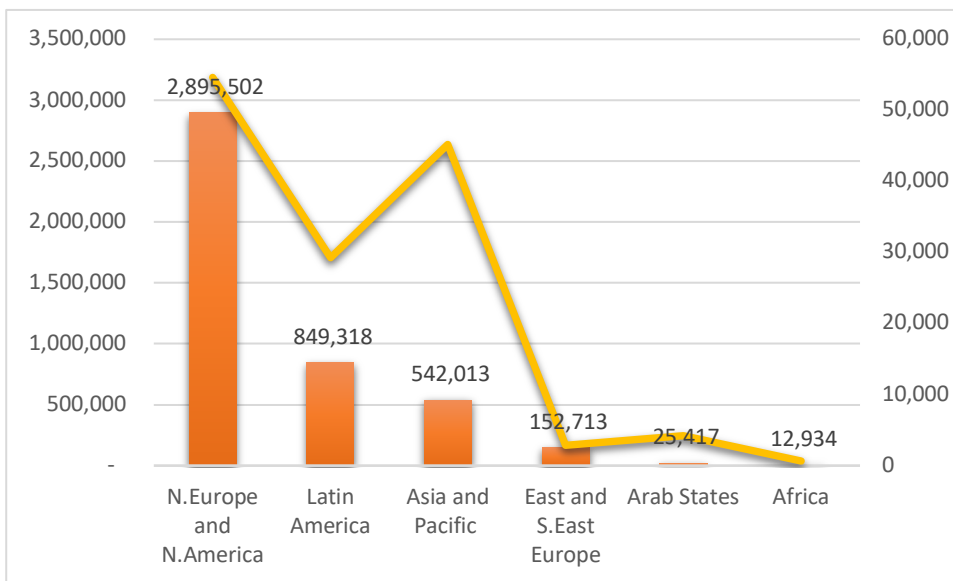
Source: Consortium elaboration on IFCD data

Of the overall amount of US$ 4,477,897 collected between 2013 and 2018, 65% comes from Parties located in Northern Europe and North America, 19% from Latin America and 12% from Asia and the Pacific. Countries from Northern Europe and North America contribute an annual US$ 54,632 on average per country, Parties from Asia and Pacific contribute an average of US$ 45,168 per country, and Parties from Latin America with an average of US$ 29,287 each.

The tables above provide a clear outline of the origin of IFCD financial resources and main donors. The main donors are Parties from most developed countries, with a long tradition in supporting creativity and culture and a good understanding of the linkages between culture and development. According to interviews and available literature, these countries consider funding the IFCD an instrument of their international cooperation policy and recognize creativity and cultural objectives as part of their priorities on development. These countries are often among the main contributors of UNESCO and have identified the IFCD's mission as being in line with their vision.

Minor contributions were received from Parties that are developing countries. Among the 69 Parties to the Convention that never contributed to the Fund, 51 are developing countries. Their main interest for funding is related to the capitalization of the contributions, but also to the sponsorship of their own cultural products and the implementation of projects in their own country. In order to avoid the prevalence of countries' individual interests in the management of the Fund, the Secretariat has adopted operational rules that limit the involvement of Parties in project appraisals. As a consequence of the low involvement of Parties in the technical processes and of their reduced decision-making power, developing countries are less committed to the Fund and its objectives.

On the other hand, it is important to note that some Parties which play a key role in terms of overall contribution to UNESCO, are not funding the IFCD at all. Important players on the global cultural scene and within UNESCO such as the United Kingdom, Italy and the Republic of Korea, have not yet contributed to the Fund. As these countries are active UNESCO Member States, a specific task should be devoted to understanding the reasons behind their non-participation and to promote their involvement in the Fund's activities.

Looking to the value of contributions, the 1% of total contributions paid to UNESCO has been largely satisfied. 79% of Parties gave more than their 1% on average; globally the average annual amount paid was around 1.7% of the total contribution to UNESCO. In some cases, this average percentage was significantly higher than 1%: below are some examples.

Table 3: *Contributions vs 1%*

Country	Amount of the 1% contribution to UNESCO	Average amount received (in US$)	Increase
Saint Vincent and the Grenadines	33	2,679	8118.5%

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Monaco	327	21,966	6717.4%
Saint Lucia	33	2,000	6060.6%
Andorra	196	10,871	5546.5%
Burkina Faso	131	4,367	3333.3%
Norway	27,720	726,544	2621.0%
Luxemburg	2,090	33,957	1624.7%
Albania	261	3,575	1369.7%
Cameroon	327	2,346	717.6%
Bosnia and Herzegovina	424	1,981	467.2%
Montenegro	131	529	403.7%
Finland	14,888	54,402	365.4%
Barbados	229	830	362.4%
Spain	79,764	277,463	347.9%
Morocco	1,763	5,763	326.9%
Croatia	3,232	10,000	309.4%
Belgium	28,895	77,584	268.5%
Portugal	12,799	31,481	246.0%
Armenia	196	426	217.5%
Denmark	19,068	40,464	212.2%

Source: Consortium elaboration on IFCD data

1.3 What is the annual rate of Parties' contributions to the Fund?

The number of Parties contributing to the Fund started to increase in 2016 as a result of the IFCD's efforts to strengthen its communication.

Figure 5: *No. of Parties funding IFCD*
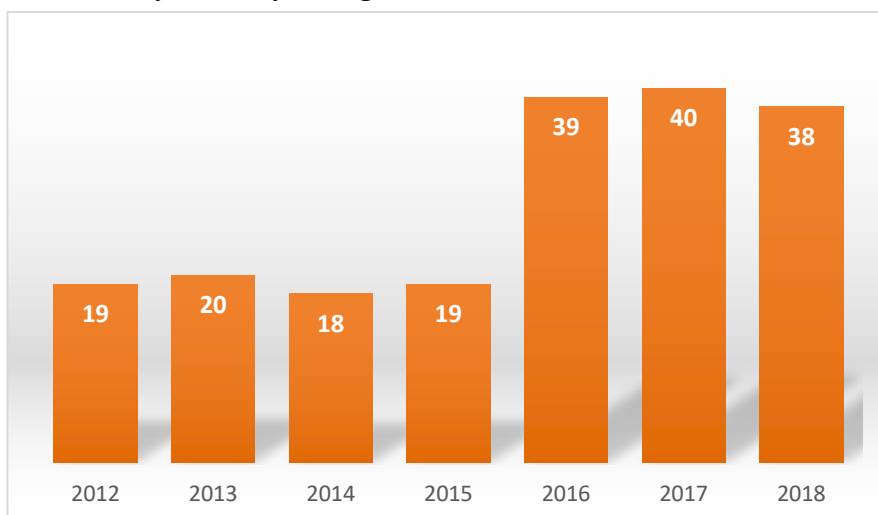
Source: Consortium elaboration on IFCD data

This number doubled from around 20 to 40 between 2015 and 2016, and it remained constant throughout the last three years (2016-2018). At the end of 2018, 72 Parties contributed to the Fund: 49% of the overall number of countries (145) that ratified the Convention[5]. This number decreases dramatically when looking at Parties

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[5] Source: Status of Parties' Contribution. Annex 3 to the Secretariat's Report on the IFCD and its Fundraising Strategy. May 2019

that contributed at least three times (36), and when observing those that contributed regularly in the last three years - (19). At the end of 2018, the percentage of Parties which can be considered to contribute regularly to the Fund is 13%: a result which is far lower from the 50% expected in the Strategy.

Below is the distribution of Parties by geographical area:

Table 4: *Distribution of Parties by region*

Area	No. of Parties that:				
	Ratified the Convention	Contributed to the IFCD	Contributed at least three times	Contributed in the last three years	
N. Europe and N. America	24	20	10	6	20.8%
Latin America	32	14	6	2	6.3%
Asia and Pacific	14	5	5	2	14.3%
East and S. East Europe	23	16	12	8	34.8%
Arab States	14	3	1	0	0.0%
Africa	38	14	2	2	5.3%
Total	145	72	36	19	13.1%

Source: Consortium Elaboration on IFCD data

The last column in the table shows the percentage of the most regular funders with respect to the number of countries that ratified the 2005 Convention. This information allows to do some interesting considerations on Parties' participation to the Fund:

- Despite being main funders, developed countries of Northern Europe and North America are not strongly involved in the support to the Fund. 83% of countries have contributed to the Fund, but only 20% (6) of those are regular contributors: Andorra, France, Sweden, Finland, Monaco and Austria. Some countries that were also important contributors in the past have now interrupted their support: it is the case of Germany, Norway and Spain. The reasons of this interruption will need to be identified and addressed by the Fund in the near future, not having been possible to investigate in this exercise.

- As previously mentioned, some countries, which have a strong commitment to cultural protection and development, such as the United Kingdom and Italy, never contributed to the Fund. As regards the United Kingdom it has been observed that the country's objectives in terms of cultural production match largely with those of the Fund. The same cannot be said for Italy whose focus within UNESCO is mainly on the preservation of cultural heritage. The Evaluation suggests a relationship with United Kingdom representatives to be built, in order to clarify the respective visions and mandates, and secure future support to the Fund.

- The highest percentage (34,8%) of regular contributors to the Fund are from Eastern and South-Eastern Europe. Although the contributions cannot be considered substantial for the functioning of the Fund, they are an indicator of the increasing attention that these countries put on the opportunities linked to cultural expressions. Countries of this area are characterized by emerging economies, growing more rapidly than others, and able to grab trends and opportunities. Some of these countries are part of the European Union, acquiring EU standards and rules, and are interested in finding ways to improve their capacity of development and preserve their identity at the same time. This is an important target for the dissemination activities of the Fund, and specific attention must be devoted to tailoring messages matching their expectations.

- Arab States contributions remain low. It is a relevant information, as we count in this area the GCC Countries too, which are important players in the cultural scene. Qatar appears among IFCD's donors one time only; UAE, Kuwait and Oman are signatories of the Convention and have not yet contributed to the Fund. However, cultural matters and creative industries in particular are priority issues in these countries to find valid alternatives to their "oil economy". In this context, an investigation on these countries' priorities should be considered for the near future as a means to establish a long-lasting partnership.

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2.4.2. Awareness level in the different target groups for information and communication

QUESTION 2: What was the impact of the communication contents produced?

Synthetic Answer to Question 2

The communication strategy was well designed in principle. However, its focus seems too oriented toward communicating what the Fund is and what it does, without adding any "Why" and "How". It was understandable in the starting phase, devoted to explaining and introducing the Fund, but should have been reoriented in subsequent steps.

The targeting of messages to different stakeholders has been very limited. Messages were quite undifferentiated and key messages used in IFCD communication are conventional. In general, the products foreseen by the Strategy have been realized, but lack tailored information, and their impact on building partnerships and enhancing income was not relevant.

This is also highlighted by the lack of an effective monitoring system for the communication strategy. The part of the Strategy related to monitoring & evaluation, including its relative indicators, has not been put in place. Quantitative data about the delivery of products has not been utilized to conduct an analysis on usefulness and impact of IFCD communication materials.

2.1 Have target groups and relevant channels of communication been sufficiently identified?

The 2013-2018 Strategy is complete in terms of taking into consideration all possible audiences, messages, channels, timing, resources and actions. However, the Strategy does not seem focused enough on the strengths, weaknesses, opportunities and threats to FCD communication (SWOT analysis): this step is crucial for highlighting risks and weaknesses and possible mitigation actions. Even referring to a starting strategy for the IFCD, the objectives foreseen seem to be more related to communicating what the Fund is and what it does, with lack of information about the "Why" and "How".

The main targets were identified as **institutional donors, HNWIs and private sector stakeholders**, adopting a common vision and same values (par. 61 of Strategy). With regard to **institutional donors** the main objective was to create a regular flow of financing through the suggested contribution of 1%. As we can also read in the IFCD Evaluation 2017 (para. 201), this sustainability objective required careful and tailor-made relationships with each Member State.

As regards the creation of partnerships with the private sector, the Secretariat developed a scheme to be constantly updated[6]. The updating exercise referred to information related to each private prospect, sector of activity, potential relationship, geographical area, role of the Fund. Sharing a Communication Plan is the basis for a successful private partnership, as it is an important step toward internal and external stakeholders, to prove their commitment to the cause.

Visibility on the Fund webpage is the first step of the stage. However, at the moment, very little space is foreseen for donors in general. It is worth noting that the lack of visibility of the IFCD within UNESCO's global website might discourage private partners. The web section dedicated to private partnerships looks rather flat and unappealing: for the private sector there are only a few lines to mention them and no contents to download or display.

For **HNWIs** similar comments can be made: this group of donors needs special attention. Following the interview with DJ Darius, who organized a fundraising event in support of the Fund in Germany, no follow up actions were conducted or foreseen.

Finally, UNESCO staff, including the IFCD team, are also a target/audience of the Fund's communication strategy. Particular attention should be reserved to **internal communication**. It would be crucial to create a stable flow of communication among offices and functions. The positive effects would also be reflected in external communication.

The 2013-2018 Strategy didn't focus enough on IFCD communication **channels**. Given the limitations of social media we consider that greater attention should have been given to other **online communications channels**, such as website and e-updates. We carried out an in-depth analysis of the contents and on usefulness of these tools. It is worth mentioning here as a conclusion that they underperformed and can be largely improved since some communication contents - video, stories from real people/beneficiaries – are better suited to social media platforms.

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[6] IFDC « Levée de fonds et création de partenariats dans le secteur privé» PHASE 2 (June 2014)

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The previous Strategy made few recommendations about **events** (global IFCD events were not recommended). We are aware of two events implemented under the Strategy (10 June 2013 and 2005 Convention Anniversary), without detailed information, videos, picture or final reports. We assumed therefore from the information gathered during the inception meeting that few events took place in the period. However, we are aware of some successful personal fundraising initiatives - such as the Kilimanjaro fundraising campaign - on which we found limited information. In any case, the organization of events seems to have been mainly limited to side events of statutory meetings.

The review of the communication products shows a limited use of synergies between sectors of the organization: workflow, planning, resources. This latter should be more integrated and planned. The 2013-2018 Strategy foresaw the constant work of a dedicated team for its implementation, but this has not been the case and is still an issue within the IFCD.

In the end, the IFCD shows great opportunities and potentials even on the communication side: there is a wide range of audiences to address and the IFCD should be able to prioritize some of these groups and focus on them in its communication process. Moreover, since 2017, the Convention has a CRM to differentiate types of contacts: Parties, IGOs, INGOs, NGOs, Public Institutions, Private Sector Organizations, others. UNESCO is currently working on a common CRM. The only segment of the database that is really known is the one referred to as Member States. A better understanding and analysis of other segments would be a step toward creating different means for communication.

2.2 Have messages been tailored to different target groups?

It is clear that the messages disseminated so far focused on what the Fund is and what it does, partly because of the need to explain what it is, partly to inform NGOs about the opportunity to receive funds. On the other hand, since the Fund itself needs to be funded mainly by institutional donors, a big effort to communicate should be conveyed to clarify the importance of the IFCD's existence and the scope of its projects.

Within this context we have noticed that there's a lack of diversified messages for different targets and stakeholders. From the elements reviewed, we cannot confirm that this tailored communication was put into practice and provided results. It seems that messages and communication products and stakeholders were quite similar over time: for instance, the 1% letter was not tailored to Parties who already gave contribution and those who didn't. This is a key point in communicating with donors: initial contact with potential contributor requires a specific call to action for engagement, while a second action "ask for donation" implies an existing relationship and consequently a different kind of conversation.

There have been some efforts in this direction - for example to reach civil society- but it's still communication without a structure or integrated approach. The key messages used in IFCD communication are quite conventional, meant to inform about specific actions or to report about results. It would be useful and more productive to move from "what" to "why" behind the Fund actions: the 2005 Convention and IFCD have strong advocacy components with the aim of setting in motion actions, influence decisions and more generally inspire efforts. There is also a problem of self-referentiality in the communication, by using a terminology often unknown to people outside the organization: some jargon could be more fluid.

2.3 Has a monitoring system been put in place to verify the change in perception produced?

The majority of Parties interviewed expressed satisfaction with the level of information and oversight they had with the implementation of IFCD activities. Some representatives of national governments consider that they have adequate information on actual progress. Some developing country representatives consider, however, that they could provide better support to the IFCD if they had more information on the overall mandate of the Convention, its annual priorities and procedures of engagement for project proposers.

In any case, no evidence has been found of an effective monitoring system. This need has been raised in the recommendations of the 2017IFCD Evaluation: REC 20 states that "to strengthen the use of communication materials for 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".

On the other hand, the Strategy had a specific chapter related to monitoring and evaluation, listing principles and modalities of the monitoring process. The Results and Resources Framework developed for Step 1 included measurement indicators for the monitoring of implementation of the first phase of the Strategy. Indicators were designed at outputs level (products), outcome level (results) and finally at impact level. They should have allowed for a close monitoring of the overall process and for a quick reorientation in case of evident lack of achievement. Moreover, an external mid-term review of the Strategy was planned

at the end of Step 2, that would have included a quantitative and qualitative appreciation of the results. Unfortunately, this review has not been realized.

Through the interviews conducted during the Evaluation it was possible to observe the lack of a specific monitoring system for the Strategy. In general, the level of control is limited, both on the projects side - the collection of information on the field - and on the fundraising side - the verification of the contributions received. The monitoring of communication actions is absent. Quantitative data about the delivery of products, contacts to videos and websites and subscriptions of the newsletter are indeed available, but a specific analysis on their impact and contribution to the Fund's objectives is absent.

The reporting system is carried out in a traditional way and offers limited evidence of the progress. In some organizations of the United Nations system where strategies on particular topics have received formal board approval, there is a formal periodic analytical update to the board on progress, in order to provide efficient tools for information and adjustment.

2.4.3. The IFCD's role and position with respect to its mandate to support the diversity of cultural expressions is positively perceived by the stakeholders

QUESTION 3: How was the IFCD image perceived by the stakeholders?

Synthetic Answer to Question 3

The answer to this query is influenced by the limited number of stakeholders that we could contact. The main result of the survey is characterized by a clear distinction in the level of appreciation of IFCD work among Parties. Developed countries declare to appreciate the activity of the Fund and to understand its mandate, sharing its vision about the promotion of sustainable development and poverty reduction. By contrast, developing countries observed poor clarity about the IFCD mandate and a lack of transparency on the process of project identification.

This opposite perception seems to depend on limited evidence of the interlinkage between the Convention and Fund visibility, that has not been translated into practice. The relevant communication strategies have been developed separately, with a limited consideration about coordination and alignment. The result is that the linkage between the Convention mandate and the IFCD activities is not clearly perceived by Parties.

3.1 **What is the added value of IFCD actions compared to other interventions/donors?**

Based on the evaluation team's evidence (interviews and document review), the IFCD is the only Fund within UNESCO and other United Nations agencies to have a strategy specifically approved for its fundraising. It confirms the specificity and the potential of the Fund, which is a unique tool engaged in linking cultural protection and economic growth.

Unfortunately, the appreciation of this pivotal role among the stakeholders couldn't be measured in full by the Evaluation, due to the very limited number of stakeholders interviewed. A survey should have been addressed to Parties, partners and beneficiaries, but it has been impossible to deliver due to the strict timeframe. Thus, we can only provide some considerations based on the few interviews carried out.

We collected information about the perceptions of six Parties, equally distributed among developed and developing countries. The main result is a clear distinction of appreciation between these two groups. Developed countries declare to appreciate the activity of the Fund and to understand its mandate. It shares their vision concerning the promotion of sustainable development and poverty reduction through promoting productive projects in the creative and cultural sector. The developing countries expressed poor clarity about the IFCD's mandate and a lack of transparency on the process of project identification.

These positions reflect a different approach to participation in the 2005 Convention: for developed countries it is a part of their commitment to international cooperation and assistance for development, for developing countries it is more a way to sponsor their cultural products and to attract funds to their priorities. The first group is more interested in the political level of debate, the second to the technical aspects of the implementation.

As developing countries are an important target, potentially able to secure stable contributions for the IFCD, an effort in this direction should be useful in our opinion. A further clarification of the IFCD mandate, the respective roles of the Fund and the Convention, as well as a more specific focus on the needs and expectations of these countries, would allow for a better perception from Parties and to obtain greater

financial results. Messages and calls for action too generic and undifferentiated are not appreciated from these Parties, with tangible and measurable objectives, with a strict relation to the capacity of income generation. As mentioned during interviews, the added value of the Fund lies in its uniqueness of looking to the future of new generations and people.

3.2 Has this perception led stakeholders to increase their support of the Fund?

The production of information and communication materials should have served to generate awareness and support of the Fund's activities within UNESCO and its network. In this respect the direct linkage and relationship between the Convention and the IFCD does not appear to have been efficiently clarified, or at least didn't reach a fruitful level of synergies and coordination, able to generate mutual advantages for both subjects. The Convention's visibility principles have been discussed and settled since the first programming resolutions. The Committee session in March 2009 defined the issues related to the visibility and promotion of the Convention and launched a process that was concluded with the adoption of the Operational Guidelines on Measures to ensure the Visibility and Promotion of the Convention in the third session of the Conference of Parties in June 2011[7].

An overall General Consideration in these Operational Guidelines states that "actions taken concerning the visibility and promotion of the Convention are closely linked to those related to fundraising in support of the International Fund for Cultural Diversity, which has only voluntary contributions…". The need of this strict interlinkage of measures for both the Convention and Fund visibility doesn't seem to have been translated into practice. The relevant communication strategies have been developed separately, with limited consideration for coordination and alignment. The result, confirmed by some interviews with Parties, is that the linkage between the Convention mandate and IFCD activities is not clearly perceived. Of course, the objectives of the Convention communication strategy are larger than the IFCD one, and must rely on the institutional framework of UNESCO, but this lack of clarity represents a limitation in the effectiveness of the Strategy.

This issue has already been raised, among others, during the fifth Conference of Parties in June 2015, that led to a specific resolution[8] supporting the visibility of the Convention, including "strengthening the link between Convention visibility and the IFCD communication and fundraising activities". In principle the main goal of the visibility actions was to satisfy the need to better identify and qualify the 2005 Convention among UNESCO's Conventions related to Culture, in particular the 1972 Convention on the Protection of the World Cultural and Natural Heritage and 2003 Convention on Safeguarding of the Intangible Cultural Heritage. Cultural Diversity is not immediately understood like other key contents related to culture protection. Moreover, the 2005 Convention is the only one directly connected to the economic development and growth, and the economic opportunities linked to creativity and development in emerging countries have been the focus of the communication. The Secretariat and professionals, involved in the development of contents for the dissemination of the Fund's activities prioritized these elements in their messages. On the other hand, the remark raised by the Strategy in its analysis[9] about "the absence of a clear vision for the Fund and a mission statement" doesn't seem to have been approached, leaving the Fund communication focused on the intervention results.

2.4.4. Level of engagement with the private sector to secure partnerships

QUESTION 4: To what extent has the relationship strategy with the private sector been successfully?

Synthetic Answer to Question 4

As per answer to EQ1, the objective of the Strategy related to engagement with the private sector has not been achieved. The funds collected from private sources are not substantial, and the planned activities have been carried out only partially.

The main reason for this limited performance is the lack of dedicated personnel within the IFCD responsible for implementing the Strategy and its activities. External resources have been used for campaign design only, and not for its implementation. The Strategy foresaw the development and maintenance of relations with the private sector to be carried out through constant work by a

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[7] Resolution 3.CP 7
[8] Resolution 5.CP 13
[9] Fundraising and Communication Strategy 2013-2018 – Executive Summary, parag. 5

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> dedicated team. In this absence, activities have been implemented in a haphazard way as independent spots, without paying attention to the consolidation of the overall process.

4.1 **Have the steps of the strategy been developed and clearly implemented?**

In addition to establishing underpinning international standards, the relevant United Nations Guidelines[10] have identified types of relationship with the business community in addition to that of the contributor, i.e. working with business to create wealth and employment; and advocacy and policy dialogue. UNICEF has strongly adopted advocacy with the private sector on the Rights of the Child as part of its mandate. The IFCD in the framework of UNESCO actions refers more to the other role, that addresses contributions to a partnership for economic growth and development.

Publications concerning other examples of more advanced relationships with the private sector in the UN environment shows that partners normally require the Organization to be able to respond in a flexible manner to their needs, working modalities and feedbacks. It is worth mentioning that most of the partnerships are for private companies an element of their sustainable corporate governance. However, the social responsibility policies of many of the larger multinational corporations have shifted away from acting purely as a donor. Engagement in genuine partnership is now sought, where the partner organization is also expected to contribute resources and the corporation may not feel obliged to provide input to the partnership.

Private partnerships might be important not only to increase financial resources through donations but also pro bono support or corporate volunteering. They might contribute to IFCD objectives through their networking advocacy and increase visibility and media relations as well. Concerning the **private sector**, an important principle of partnerships is to ensure, at the start, that objectives are clear, both for each partner and for the partnership as a whole, and that there is coherence in these objectives. For this reason, it is desirable that the relationship with corporate partners would be at the chief executive level. This is essential in initiating the partnership and would contribute to a smooth deployment of the set-up of the partnership.

The potential to raise funds is always going to be an important factor in deciding whether to pursue a relationship with a company. Questions of balance in benefit to the company and contribution to the UN body's objectives must be clear on acceptance on the principle that, in-line with the UNGC 2015 Guidelines, there is full recognition that in partnership there is mutual benefit. In addition, the Organization needs more clarity on how this will work in practice, in particular on:

   a)   The extent to which private involvement in policy development is allowed, where there is a benefit to the company.

   b)   The extent to which a relationship can allow for market development.

All these principles would apply in the definition of a partnership strategy and have been considered when analysing the IFCD strategy. The implementation of this component included Step 2 and 3 of the Strategy, intended to expand the IFCD's capacity in fundraising and to consolidate the Fund's income. The main actions foreseen in Step 2 were:

   o   The consolidation of building blocks and cases for support;

   o   The development of partnerships (six at least) with selected prospects;

   o   The implementation of a Recognition Campaign.

It was the longest step in the strategy, devoted to the crucial process of securing the support from the private sector, in light of the overall goal of reaching 30% of resources generated from this target. According to the IFCD Implementation Reports for 2015 and 2016, actions consisted in the production and dissemination of new communication tools, even through new distribution channels. New bi-monthly issues of the e-newsletter (E-update), as well as annual versions of the IFCD brochure and institutional video and new multimedia stories about implemented projects (three issues: Guatemala, Tajikistan and Togo interventions) have been produced and distributed to the UNESCO audience. Indeed, only one product was tailored to the private sector specifically. In 2016, the leaflet entitled "Creativity Matters" in English, French and Spanish was issued. It was designed to encourage the private sector to contribute to the IFCD[11].

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[10] Guidelines on a Principle-based Approach to the Cooperation between the United Nations and the Business Sector. United Nations Global Compact. 2015

[11] http://en.unesco.org/creativity/sites/creativity/files/ifcd-leaflet_2016_alt_fr_pdf_version_op2_final.pdf

Those tools were disseminated during institutional events at UNESCO, and in some cases through specific events managed by IFCD. In 2016, the IFCD organized two parallel events during the Cannes International Film Festival and the "Art for Tomorrow 2016" event in Doha. Although the communication activities that have been implemented appear to be in line with the Strategy, it has been observed that limited results have been obtained in terms of new partnerships. Among the key limitations is the lack of a systematic follow-up of contacts and relations established during the events. As the events were not designed to collect funds directly, but to raise awareness and interest of Fund activities, a follow-up mechanism should have been put in place in order to achieve the expected results. Again, this is justified by the lack of dedicated personnel inside the Secretariat.

It would be worth mentioning that during the event in Doha a meeting was organized with the company Vivendi. Unfortunately, due to the company's internal reorganization this prospect was not successful. No other attempts on the matter with other prospective companies have been pursued so far, including the option to explore an innovative fundraising mechanism based on a cause-marketing relationship. This option still remains valid but should need be tested in a concrete case.

In November 2017, UNESCO signed an important strategic partnership agreement with Ms. Sabrina Ho, a young cultural entrepreneur and philanthropist from Macao, very active in the art sector and in supporting the emergence of Asian culture. The partnership worth US$1,5 million allowed for the creation of the "You Are Next: empowering creative women"[12] 'initiative. This collaboration improved the IFCD's capacity of, but cannot be considered as directly linked to the fundraising activity: Ms. Sabrina Ho wasn't among the IFCD prospects, nor among its contacts. The partnership has been developed within the UNESCO network; and its financial management is treated separately from the rest of the Fund.

4.2 Has specialized personnel been utilized?

During the Evaluation it has been observed, that a key reason for the Strategy's limited success in terms of strengthening relationships with the private sector, is the lack of specialized resources within the IFCD staff. To fill this gap, the Committee authorized, in 2015, the recruitment of a professional fundraising specialist. The consultant drafted a shortlist of 13 prospect companies, among which 3 were selected: Richemont Group, Vivendi SA and The New York Times Company.

The consultant also produced an operational partnership cooperation mechanism, to be followed in the process of approaching the selected companies. Appendix VI to the Report includes a specific Partnership Case Guide customized to each of the three companies. The tool gave useful guidance and key messages to transmit, based on the AIDA[13] model's principles. However, it doesn't give indications on how to approach targets concretely and to conduct meetings or establish and maintain relations.

As a final consideration on this matter, it is worth noting that the product of the specialized consultancy on fundraising is not always aligned with the content of the original Strategy. This could have contributed to the partial ineffectiveness of the process. The Strategy offered some indications on how to approach the private sector, which were not implemented in the new project. Moreover, all components of the Strategy related to HNWI has been put on hold, and no progresses has been made. More tailored and demanding Terms of References for the consultancy, clarifying the principles and actions foreseen in the Strategy, would have avoided this problem, and allowed to capitalize on the work done.

2.5. Conclusions and Recommendations

This section is a summary of the study results reported in the previous chapter. The conclusions are divided in four groups, based on the relevant evaluation criteria.

2.5.1. Effectiveness

1. The Strategy did not reach the expected results, in terms of tripling the IFCD's annual income over five years (2013-2018), and diversifying the sources of contributions, by at least 30% from the private sector. At the end of the period, the level of annual income is still close to the baseline and almost all of funds are generated by the contribution of Parties.

2. The main reason for this limited performance is the lack of specialized resources within the IFCD staff. External resources have been used in the planning phase only, but not for the implementation. As a result, activities have been implemented in a haphazard way. In addition, the resources allocated were much

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[12] https://en.unesco.org/creativity/activities/you-are-next-empowering-creative-women
[13] AIDA communication model: messages inducing to Attention, Interest, Desire, Action

lower than planned and no provisions were made for dedicated staff. This generates a negative impact on the results.

> **Recommendation 1 - Resources**
>
> The implementation of the Fundraising Strategy requires the recruitment of specialized professional staff. Only dedicated resources can ensure the constant commitment and the correct utilization of appropriate tools. This provision must be considered an investment and cannot be delayed when planned. The evaluation recommends the recruitment of a Resource Mobilisation Officer following the new strategy's plan.

3. The production of communication tools was effective. However, the targeting of messages to different stakeholders has been very limited. Messages were undifferentiated and key messages used in IFCD communication are conventional and technical.

4. Efforts have been concentrated in the dissemination of information materials, while specific involvement and direct (face-to-face) contacts for establishment and maintenance of relationships had not been pursued. No evidence has been found about further contacts developed on the basis of events/presentations, nor about an actual enhancement of lists of prospects coming from the same sources.

5. The Strategy didn't focus enough on IFCD channels of communication. Greater attention should have been given to the rest of online communications channels, such as website and e-updates. They have been underperformed and can be largely improved since some contents of communication - video, stories from real people/beneficiaries - are better on social media platforms. Finally, the organization of events seems to have been mainly limited to statutory meeting.

> **Recommendation 2 – Targeted communication**
>
> Targeting communication is key to achieving results when dealing with different stakeholders. Understanding and analysing the motivation of partners' segmentation will allow for more diversified and tailored communications tools. Maintaining and nurturing relationships and the contacts established during events must be ensured to raise awareness and interest on the Fund's activities and fundraising. For this reason, it is recommended that the process involve high level IFCD staff in order to make effective the relationship with corporate partners.

2.5.2. Efficiency

6. The poor results of the Strategy have to be ascribed to a limitation in the implementation process. The planned activities have been carried out only partially, and without taking in account a monitoring process. Lacking this, the driver of the Strategy implementation has been the day-to-day management, that has been influenced by IFCD budgeting rules. It didn't allow for overall planning or authorizing the availability of resources on the basis of the reduced income.

7. The need already expressed in the design of the Strategy to draft an IFCD Business Plan has never been put in place due to UNESCO's administrative rules. The absence of such a document constitutes a barrier that discourages mainly the private sector, as it is used to measure investments.

> **Recommendation 3**
>
> The evaluation recommends the adoption of a specific Business Plan for the IFCD. A format compatible with UNESCO's administrative rules must be found and developed, even if developed by a specialized consultancy. It is recommended to plan a multi-annual basis and to make the necessary adjustments at the financial level.

8. The majority of stakeholders are satisfied with the level of information and oversight they had on the implementation of IFCD activities. Some representatives of national governments consider that they have adequate information on the Fund's actual progresses.

9. On the other hand, no evidence has been found of an effective monitoring system. The M&E system for each step has not been put in place. Quantitative data about the delivery of products have not been used to conduct an analysis about usefulness and impact of the IFCD communication.

> **Recommendation 4**
>
> An efficient monitoring system was already envisaged in the previous strategy. It is important to establish clear implementation procedures and an effective decisional flow that allows for a quick verification and reorientation. The new strategy must provide a set of SMART indicators, while the Secretariat must ensure that the flow and update of information is continuous and efficient. Any deviation from the plan will then be quickly analysed and remedial measures will be adopted in due time.

2.5.3. Impact

10. The communication strategy was well designed in principle. Nevertheless, it seems too oriented toward communicating about what the Fund is and what it does, without enough information on "Why" and "How". Communication efforts from the Secretariat staff led to the continued production of usual tools: e-updates, IFCD brochures, leaflet, videos. Additional efforts were invested in exploring the potential of social media, particularly for the distribution of multimedia products and the call for funding requests. The audience reached has been enhanced by these channels, but no impact on the fundraising activity has been recorded in the Secretariat reports.

> **Recommendation 5**
>
> The Fund became operational in 2010. It is therefore no longer sufficient to communicate about its existence alone. Communications must now focus on its added value in the field of culture, leveraging the UNESCO brand and the credibility drawn from selected implemented projects. Communications tailored to the needs and priorities of specific targets is desired. Further exploration of new communication channels will also increase audiences and maximize the impact of the strategy

11. The direct linkage and relationship between the Convention and the IFCD does not appear to have been efficiently clarified, or at least didn't reach a fruitful level of synergy and coordination, able to generate mutual advantages for both s. The communication strategies of both the Convention and the Fund have been developed separately, and limited coordination and alignment has been observed between them. During the evaluation, messages for both the Convention and the Fund appear to be too generic for the Parties, in particular for developing countries, that seek tangible and measurable objectives, related to the capacity for income generation.

12. There is a clear distinction between different groups of Parties. Developed countries seem to appreciate the Fund's activities and to understand its mandate, by contrast developing countries found the IFCD's mandate to lack clarity and transparency for project identification. It is caused by limited evidence of interlinkage between both the Convention and Fund visibility.

> **Recommendation 6**
>
> Since the 2005 Convention was adopted, the notion of diverse cultural expressions and modes of communication have evolved. A revision of the IFCD's mandate with respect to an evolving context of the cultural and creative industries is mandatory. It will help support further synergies between the IFCD and the 2005 Convention. The promotion of more synergies at the institutional level, as well as better understanding of the respective roles of the IFCD and 2005 Convention in the workflow, can also promote the development of a shared vision of the Fund, which is lacking today.

2.5.4. Sustainability

13. The approach and the priority followed by the Secretariat in the last period (2018-2019) are to prioritize the improvement of relationships with Parties as main contributors of the Fund, trying to enhance the number and level of regular contributors. Moreover, the lack of dedicated staff in fundraising makes it difficult to proceed in the development of approaches to different targets.

14. The main donors are in great majority Parties from most developed countries, with a long tradition in supporting creativity and culture and a good understanding of the linkages between culture and development. They are among the main contributors to UNESCO and have identified the IFCD's mission in line with their vision.

15. Developing countries represent the 50% of contributor Parties. They are interested in supporting their own cultural products and/or the implementation of projects in their country. Their contribution is low,

depending on the capacity of the Party, but it shows that all countries can be made aware of IFCD's goal, regardless of their condition.

16. The actual challenge concerning sustainability is the need to secure regular contributions form Parties. At the moment, only 13% of Parties provide regular contributions to the IFCD. This is a real challenge for the Fund's sustainability and it remains very far from the 50% objective Developed countries of Northern Europe and North America are not strongly involved in support: only 20% (6) of these Parties are regular contributors to the Fund. The highest percentage (34.8%) of regular contributors to the Fund are from Eastern and South-Eastern Europe. Finally, regular contributors from Arab States is low.

Recommendation 7

As Parties to the 2005 Convention will remain the IFCD's most important stakeholders, specific attention must be paid in order to improve the performance of the strategy. The approach must be further tailored at the individual level, identifying the specific strengths and weaknesses of each partner. The priorities of developed countries must be investigated and the links between the Fund and the Sustainable Development Goals must be promoted. Emerging countries are an important target for the IFCD's communication activities, and tailored messages should be developed to meet their expectations. Developing countries must be the core of the Fund's commitment and specific investigations about their interests in the cultural sector must be conducted to establish partnerships based on their drivers for action.

3. NEW FUNDRAISING STRATEGY 2021-2023

3.1. Overview

This new strategy covers a 3-year period (2021-2023). It aims to move the IFCD from its current situation, with an income of around US$900,000 per annum to an average of US$1,800,000, i.e. doubling its income over the period. In addition, it seeks to set out ways for income to be made more predictable, which will allow for more advanced planning.

This document also examines the overall context in which fundraising for the IFCD will take place, which has changed in a number of ways since 2013, and develop recommendations for how the IFCD can move forward appropriately.

In preparing this strategy, the overarching premise and logic behind the recommendations from the 2013 IFCD strategy (point 2.5) is. that the IFCD's best return on investment lies firstly with governmental donors, and that the fund needs to invest more resources in the Fundraising Strategy.

Although the primary source of income is predicted to remain contributions from Member States (Parties), it seeks to diversify the fundraising base to encompass support from wealthy individuals and corporate partners. This income will be relatively low over this strategy period (around 11% of the total by the end), but on a longer timescale of perhaps 8-10 years, it will overtake funding from Parties as the main source of income for the Fund. However, this will not happen unless the appropriate groundwork and investment is put in place now. Without this investment, it is predicted that income will remain roughly level. Indeed, as funding from many state actors is becoming more difficult to secure, if the actions detailed within this document are not undertaken, then income may decrease over the coming period.

At the end of the period, the IFCD can expect an established, professional fundraising function, which is operating at a high level and has secured the support of a number of non-statutory partners as well as higher contributions from government donors. It will be set to grow its income significantly in future years, having proved the viability of private sector fundraising, established a track record and developed networks which will help it break into new markets.

Due to the constraints of the Fund, and the way in which it operates, Foundations remain unlikely sources of income as they would seek to fund projects directly rather than provide funds to an intermediary. There may be scope for working in partnership with Foundations, so that the IFCD can help them identify strong projects to support – i.e. ones which have undergone IFCD assessment and due diligence. This could enhance the overall impact of the Fund, by leveraging additional support for its projects, but will not affect the bottom line.

The focus of activity over the period will be on networking, in order to grow the visibility and reputation of the fund within the spheres of influence of both State and non-State actors who could contribute with significant funds. The key will be to develop relationships and convince prospects of the value the IFCD in countries where it operates. The IFCD needs to emphasize its efficiency and impact and not only the work done.

This will require the concerted effort of the Secretariat, members of the Intergovernmental Committee (IGC) and other party representatives. It also calls for the recruitment of a group of high-level champions, who can act as influencers on key decision makers, and open doors for the IFCD. These high-level champions will focus initially on targeting governments, and are likely, therefore, to be drawn from Parties who have demonstrated consistent support for the fund over many years. A secondary function will be to help with networking among wealthy individuals and corporations.

This Fundraising Strategy sets the base for growth and diversification of funding. However, the evaluation process has identified a number of barriers which will prevent it from achieving the desired level of success. If these cannot be addressed operationally, then returns from fundraising will not match the projections below.

- **Willingness to invest** – A key factor in the results achieved during the previous strategy period was low investment in fundraising. In particular, no staff were put in post to deliver the work required. Should this strategy similarly not be adequately resourced then the returns will again be disappointing. Indeed, given an increasingly challenging global environment and ever more competition for funds, a decline in overall income is likely.

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- **Impact of IFCD activities -** The work of the fund appears effective in terms of impact on direct beneficiaries, but low in terms of wider impact on the countries themselves. This can be addressed in part by using messages focusing on the difference made to those beneficiaries, but many donors will want to see greater evidence of change, or a convincing rationale for why change will come, before releasing larger amounts. The IFCD needs to be clear about its indicators of change and how those are monitored and evaluated.

- **Clarity on projects to be funded –** The IFCD's current operational approach is to seek funding for a central pot and then give out that money to projects. That means that when they are contributing, the donors do not have any visibility on the type of projects to be funded. For many that is an operational barrier, which no fundraising or communications strategy can overcome. If this could be addressed – for example by agreeing to a list of projects in advance and then seeking funding for them – then it will allow for greater engagement with donors and significantly higher returns.

- **Lack of a Business Plan –** Related to the above, the lack of a clear plan for the Fund makes it difficult to convince donors that their contributions will be well managed and that UNESCO has a vision for the change it is trying to achieve and how it is going to get there.

The starting point for this new strategy is an examination of the three aspects of any strategy: Identifying **Audiences**, Developing **Products** for those audiences, and creating **Channels** by which those products can be delivered.

Figure 6: Fundraising triangle

3.2. Audiences

The following section looks at the key audiences identified for the IFCD and the context in which they operate. Audiences are segmented on motivations and approaches rather than on giving mechanisms. We recognise, for example, that many Individuals and Corporations will donate via a Foundation, but for the purposes of this strategy we will treat them separately from more 'Professional' Foundations, who generally have their own staff, programmes and criteria for giving.

3.2.1. Government Donors

At the moment, the majority of IFCD funding comes from a relatively small number of government sources. It is clear that this will remain the major source of funds over the coming strategy period. However, there is little evidence of promotion of cultural expression as a strategic focus within any of the donors surveyed. There is some promotion of 'culture' within a number of Ministries of Foreign Affairs (MOFA), but largely this focuses on the promotion of their own artists in foreign countries.

The implications are twofold; either the IFCD must focus its efforts on those countries where cultural actors benefit from support – inevitably those with the least resources, and who would likely want to see funding restricted to beneficiaries from their own countries – or it will need to access more orthodox international development budget lines.

To do so, there may be a need to package IFCD work into projects or programme streams. Across relevant budget lines, the fund will be facing competition from established organisations working in the field of social and economic development; therefore it will be crucial to demonstrate a track record, transparency, management competency and beneficiary outcomes.

Funding may also be restricted due to the nature of the IFCD's status as a global programme and its operation approach as an Independent Fund. Many MOFA will only fund organisations which are registered in that particular state and/or provide the majority of their ODA (Overseas Development Aid) funding to specified countries.

Another issue is that, across the world, ODA funding is in a state of flux. According to the OECD, development aid reached a new peak of US$ 142.6 billion in 2016, an increase of 8.9% from 2015 after adjusting for exchange rates and inflation. This is due to the rise of refugee aid, although the refugee cost aid rose of 7.1%.

In 2016, however, ODA *decreased* as a percentage of gross national income and real terms decrease in the amount of aid given by Sweden, United Arab Emirates, Australia, Luxemburg, Denmark, Netherlands, Ireland, Finland and New Zealand. There was also a flatline in the ODA budgets of USA, UK, Slovenia, Slovakia, Japan and South Korea. There was a marked increase in the ODA budgets of Turkey and Germany, but this is more than likely due to the refugee crisis in Syria.

Another issue worth noting is that, across the board, funding for UN Voluntary Funds tends to fluctuate. Many of the well-established funds have stayed at roughly the same income level for their lifetime and tend to rely on a small number of core states who give them the lion's share of the funds they distribute, with a larger number of smaller donations. For many, the United States of America has played a large role as a core donor. Examples include:

- **UN Voluntary Fund for Victims of Torture**. Current budget is around US$7m and US$5m of that comes from the United States of America. The only other significant donors are Denmark, Germany, Switzerland and France. At their height, in 2008, they raised about US$12m mainly from voluntary donations from States.

- **The UN Torture Fund** received approximately US$9.4 million in contributions from 25 donors (including 23 Member States) in 2010; a decrease of 13.8 per cent compared to 2009, when 31 donors supported its activities.

In 2011, the Fund faced a shortfall as it sought to continue to meet requests from grantees at the 2010 level, although contributions were limited to US$7.9 million. This compelled the Board to decide on strategic cuts to grantees. It has been more or less the same story year on year to date of having to cut grant expenditure and they now cap grants at US$80,000 per grantee.

- **The UN Voluntary Fund for Indigenous People** currently has a budget of about US$560,000 with half of this coming from the government of Norway.

- **The UN Voluntary Fund for Contemporary Forms of Slavery** has a budget of about US$700,000, which largely comes from Germany and Australia. The previous year (2017) it was about US$550,000, but 2008 and 2009 the fund had annual grants of over US$880,000.

- **The UN Voluntary Fund for Persons with Disabilities** currently operates a fund of US$3 million. In 2018 it stood at US$4 million, 2017 was just over US$3 US$2 million. In 2015, they raised US$5 million.

More information on voluntary funds can be found at: http://mptf.undp.org/

While these are all different thematic programmes, it gives a sense of how other voluntary funds operate and how they tend to be reliant on a small number of donor states.

3.2.2. Corporate Partners

The development of strong, lasting corporate partnerships could be a key element of the Fundraising Strategy for ongoing income generation. This marketplace is very different from the other sources of funding discussed in this strategy and an understanding of the strategic approach to developing a multi-faceted mechanism for corporate partnerships is vital to its success. Organisation-wide support is also critical as successful delivery of the partnerships, will often involve an integrated approach between fundraising and programme teams. Setting clear guidelines for who the IFCD would partner with (i.e. are there any ethical or practical reasons which would rule out a partnership with a specific company or industry sector? Examples could be companies whose activities lead to environmental issues in beneficiary countries, or who have

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involvement in areas such as arms, tobacco or alcohol) and for the benefits a corporate partner could expect from the relationship, are the crucial aspects of this approach.

Understanding Corporate Motivations

The approach for each corporate partner will need to meet their individual business objectives, and these will clearly differ in each case. Nevertheless, we have tried to summarise what we see as the most likely motivations here, which will help IFCD identify which areas they can engage with. For most, a combination of these motivations is likely.

1. **Demonstrating Commitment to culture as an inherent good in itself.**

This motivation will be most relevant to companies whose business models are based on creativity and culture; examples could include Cirque du Soleil or Netflix, both of whom were highlighted in the original strategy.

For these audiences, messages should focus on the overall benefits of culture, and how the IFCD helps artists to express themselves and reach new audiences, promotes cross-cultural exchange and understanding and allows for new, innovative and risk-taking cultural undertakings. They should stress how a partnership with the IFCD is the most effective way to promote and nurture those in the cultural industry around the world

Partners will expect recognition for their support, especially in media reports on the projects as well as in brochures, the website etc.

2. **Demonstrating belief in sustainable development**

Many companies have a genuine understanding that the Sustainable Development Goals (SDGs) are good for business and have made a commitment to supporting them. Indeed a 2018 report by Oxfam (https://policy-practice.oxfam.org.uk/publications/walking-the-talk-assessing-companies-progress-from-sdg-rhetoric-to-action-620550) analysed 76 of the largest global companies and found that 47 (62%) had made a public commitment to supporting the SDGs. However, commitment to the goals themselves is clearly not a perfect indicator of a company's activities, as there are question marks over some about whether their public stance matched their actual business practices.

At the same time, the report also found that even those companies without a public commitment – who included a number of companies considered to be sustainability leaders - were still undertaking corporate social responsibility (CSR) activities relevant to one or more of the goals. Therefore, a more general analysis of companies, beyond whether they have signed up for the SDG's, is needed. Nevertheless, a clear commitment to their principles would be a good indicator of a company which may share the IFCD's values and aims.

For these companies, it will be necessary to demonstrate that supporting cultural expression and strengthening cultural industries are effective methods for development. The IFCD will be competing against more traditional development organisations and so will need a good reason why companies should engage with the fund, rather than another group. All partners will undoubtably expect recognition for their support; through presence on the day of activities, in brochures, on the website and in press releases.

Examples of corporates in this category are those signed up to the UN Global Compact (https://www.unglobalcompact.org/what-is-gc/participants), who have stated their commitment to the SDGs and to take steps to support UN Goals.

3. **Growing brand visibility and reputation in specific markets**

For this motivation, recognition is the most crucial benefit. Companies will want to be seen to be supporters of the Fund. Therefore, sponsorship of key events or projects will be the most productive areas. The opportunities they are most interested in will vary, depending on the stakeholders they are appealing too; both geographically and demographically.

This could create an issue with the IFCD's methodology of seeking support for a central 'funding pot' which is then given out according to internal criteria. Corporate partners motivated by this factor are likely to require a level of control over how their support is used (for example by specifying a country or region of interest to them). Many may be looking for positive stories to combat adverse, PR and IFCD will need to carefully assess the reputational risks this may bring.

Decisions on sponsorship will be taken on a purely business-basis, and benefits weighed against other marketing options, including traditional advertising, sponsorship of arts / sporting activities etc. They will demand extensive presence at events, likely to include co-branding, and media campaigns which stress their involvement.

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3.2.3. High Net Worth Individuals (HNWI)

Wealthy individuals are a growing market for non-profit organisations around the world, driven by an increasing cohort of very rich people and families in most territories. Although the Forbes 2019 Rich List, which tracks the wealth of the world's billionaires, recorded a drop in the overall number of billionaires (down 55 to 2,153) last year, this is only the second time in a decade that the numbers have gone down and the overall trend, is one of increase. Indeed, that decrease last year was mostly due to results from Asia – Pacific, while the USA, already home to the largest number of billionaires, saw another increase in numbers. https://www.forbes.com/billionaires/#2c0109a5251c

In 2016, the research shows that 'Arts, Culture and Humanities – as a broad category, received $1.60bn in 167 million dollars plus grants. This is likely to increase significantly over the coming decades.

The decision to support a non-profit, is, in the first instance, an emotional one; therefore, when targeting this group, personal stories from beneficiaries demonstrating the difference the IFCD has made are crucial. People can relate to individual stories, where they cannot to a larger scale statistical approach.

However, if seeking substantial donations, then an emotional appeal is insufficient; it needs to be backed up intellectually. This means proving to the prospect not only that there is a need out there, but that the approach to meeting that need being proposed will be effective and that the organization is capable of carrying it out. Here, the inherent credibility of UNESCO will be a significant advantage.

Messages must therefore focus not only on need, but also on the ability and track record of the organization, the expected impact of their funding and explanations for how that impact will be monitored and fed back to them. Individual donors are unlikely to require the detailed M&E reports demanded by many grant makers, and certainly not at the level needed to satisfy traditional government donors, but some element of reporting back will be essential. This could be an issue for IFCD, given the difficulty apparent in demonstrating an impact on the country level. Although positive individual stories will generate interest amongst potential supporters, they may not be prepared to make a donation without credible information on the change which will result.

Fundraising from wealthy individuals is based around a simple, four-stage process:

1. **Identify and Research**

The aim is to produce a list of names of individuals who may be interested in the work of UNESCO/ the IFCD Secretariat, and have the capacity to give large sums. We suggest that the IFCD should focus primarily on those individuals capable of giving at least €25,000 each year – and ideally considerably more.

This process can be carried out through pure desk research, seeking to identify individuals whose interests and values align with the work of IFCD. This could include appointing a high-level group of Project Champions, with a remit to bring in their contacts.

Other research related activities include:

- Creating a list of Patrons and Advisors (not necessarily connected to wealth, but who will benefit the organization in other ways, such as through introducing their connections and growing its reputation and authority). These could include well known and respected artists, especially those from, or with strong links to, developing countries.

- Prioritizing identified prospects, based on considerations such as capacity to give, closeness to the organization (e.g. ranging from close personal contact of someone directly associated with IFCD, to someone whose name has come up because of support for a similar organization, but who nobody connected to the organization know).

- Carrying out more detailed, in depth research into the strongest prospects, such as career, connections, biographical or anecdotal information e.g. information in the news highlighting their interests and concerns, recent events that may influence their giving (or ability to give), access to wealth etc. This will help to put together appropriate individual approach strategies.

All such research must bear in mind the requirements of the EU's regulations on Data Processing (GDPR) and care needs to be taken to ensure compliance. In practice this means informing individuals as soon as possible afterwards that they have been researched, only holding relevant information on them, and giving them the clear and unambiguous option to opt in or out of further contact.

2. **Building the relationship**

If prospects do not get to know the work of the Secretariat, they will never give. Therefore, the process of building a relationship with them cannot be ignored.

Suitable techniques include specific events designed to either introduce individuals to the work of the organisation, or bring them closer to it, and one-to-one meetings – usually with senior staff in the organisation. Given the international areas of operation for the IFCD, one-to-one meetings will often be more appropriate, as trying to convince very wealthy individuals to attend events outside their home country could be difficult, unless there is a strong reason for them to do so – such as an extremely impressive host – can be arranged. High level networking will therefore be critical, and champions who can operate at this level must be recruited.

In addition, prospective donors can be encouraged to visit the IFCD funded programmes around the world – at their own cost - so they can see the work on the ground for themselves.

To aid with this process, the IFCD will need to create a formal *Case for Support* brochure, which sets out the appeal for funds in a compelling and logically convincing framework (see below). This should include personal stories, high quality images, testimonials from influential figures and sufficient facts and figures to convince, including evidence for the need, budget for the project, numbers of beneficiaries and expected outcomes. Taking account of cultural expectations this brochure should be professionally designed and copy written. It should, of course, be in the appropriate language for the audience – for IFCD that probably means producing in English, French and Spanish.

3. **Asking**

The key reason stated by most donors when asked why they have not given to a particular cause is that they have not been asked. Although it is a process which many find uncomfortable, the truth is that a direct, one-to-one ask is the only way to secure a gift of the appropriate level in the majority of cases.

Any ask for funding, particularly at a high level, should be done in personal way. For this reason, a face-to-face meeting is always the best way to do this. The best person to make the ask is someone the prospective donor knows, likes and respects, and who has the required authority. This could be the Resource Mobilization Manager at UNESCO, a member of the IFCD Secretariat or a Project Champion.

The ask should only be made once the prospective donor has been brought close to the Fund, knows its work, believes in its mission and is convinced by the value it brings.

4. **Thank and Steward.**

Once the donor has given, and been appropriately thanked, then it will be important to maintain the relationship and help it to grow, so that this donor can become part of the Fund's future.

Depending on the individual, this could include:

- o Mentoring IFCD grantees about how to develop their businesses or sharing some information with them that is not yet publicly available.

- o Asking them to become involved in future fundraising efforts, perhaps by inviting them to become a Project Champion, hosting an event, or asking them to broker introductions to their contacts.

- o Keeping them informed of progress, both with regard to the Fund overall and specific projects themselves.

- o Inviting them to visit projects, on a self-funded basis. Having wealthy individuals talk about such visits at future cultivation events, is extremely powerful

3.2.4. Foundations

For the purposes of this strategy, Foundations are defined as professional grant making organisations, with their own processes and structures. They are treated separately from those Foundations which operate primarily as the grant making mechanism for Individuals or Corporates, where the decision-making process lies with the Individual or Corporate. The segmentation is less concerned with the mechanics of the financial transaction, than with the motivation and processes which release them. Collaboration could be explored with the Bureau of Strategic Partnership (BSP)

As stated in the introduction, the Foundations' market does not present a significant potential for IFCD, due to its own role as a grant maker. Nevertheless, it is included here as a possible Audience as there is the prospect of working in partnership with Foundations whose aims and objectives align with those of the fund, and who may co-fund certain projects. Although this would not increase the IFCD's income directly, leveraging further support would increase its impact.

3.3. Products

3.3.1. Products for Government donors

Here, it is important to differentiate between regular donors to the IFCD, who we define as having given at least 3 out of the past 5 years, irregular or lapsed donors, and those who have never given.

1. Regular donors: such as Andorra, Austria, Belgium, Bulgaria, Canada, Czech Republic, Estonia, Finland, France, Germany, Guinea, Haiti, Ivory Coast, Jamaica, Jordan, Latvia, Lithuania, Mauritius, Mexico, Monaco, Netherlands, North Macedonia, Saint-Vincent and the Grenadines, Serbia, Slovakia, Slovenia, Sweden, Turkey, Ukraine, and Vietnam

For regular donors, who have demonstrated an ongoing commitment to funding the IFCD, the key is to a) retain their support and b) if possible, to grow it.

Regular communication with donors will be crucial, including use of e-updates and detailed reporting on effectiveness. For the larger donors amongst those listed above, communications should include regular face-to-face meetings with key decision makers and / or influencers on at least a bi-annual basis, to thank and update on progress made, outside the statutory meetings.

In order to achieve this, the IFCD should identify and mobilise a group of high-profile Project Champions, who can open doors to the key decision makers, participate in meetings and give their personal testimonies in support of the work of the IFCD. The meetings should also seek to listen and understand why the state is a regular supporter; what they value about the work of the IFCD and if there are any concerns. These should, of course be addressed.

Key messages to convey will be the value of their state's specific support, linking the work directly to the 2005 Convention; Why does the convention matter; what is it trying to achieve and how does the IFCD support that? The impact it is having on the ground and what could be achieved with more support. The value of face to face meetings is that it will allow IFCD to openly discuss and negotiate the possibility of increasing support from the current level (in many cases 1% of their contribution to UNESCO's regular budget).

Based on the communication, and the level of contribution given by that Party (as noted above, some are already giving more than the specified 1%) the annual contribution appeal can be personalized. Should no direct communication be possible, the annual contribution letter should be more generic, but include consideration of previous contribution levels, noting, for example that 'many donors choose to give more than 1%, with some giving up to x%'.

2. Irregular or lapsed donors: such as Albania, Armenia, Australia, Azerbaijan, Barbados, Belgium (Flanders), Benin, Brazil, Burkina Faso, Cameroon, Canada, China, Colombia, Croatia, Djibouti, El Salvador, Gabon, Grenada, Iceland, Lesotho, Luxembourg, Madagascar, Malawi, Morocco, Paraguay, Portugal, Qatar, Samoa, Senegal, Seychelles, South Africa, Uruguay and Zimbabwe.

The aim here is to encourage repeat giving. The approach to this constituency will be similar to above, stressing the value of their previous contributions and the impact future donations would have.

As above, further segmentation will be required depending on the size of their giving or potential giving. Where this is significant then regular face to face meetings – at least annual – should be sought with key decisions makers to determine the reasons for their lack of regular giving and to convince them of the importance of the work of IFCD. Again, the high-profile Project Champions should be used to open doors and support the approach through their personal endorsement. The meetings should also seek understand the motivations for the support of the state, and what they value about IFCD, as well as understand the barriers to more regular support to determine if these can be addressed. All Irregular and lapsed donors should also continue to receive e-updates and impact assessment reports.

Key messages will be the value of regular, predictable support, allowing IFCD to plan ahead more effectively. Face to Face meetings will help to identify whether the 1% message is effective or whether an ask at a different level would be more likely to be accepted. The annual contribution letter should, therefore, reflect these discussions. If, as above, no communication is possible, then a standard letter should be sent asking for at least 1%.

3. Non-donors (all others)

For this final audience, the initial task will be to prioritise which states are unlikely to ever show support – for example for internal policy reasons, or because resources are too limited - or where support will be on a low level. Communication should continue with these states via the e-updates and reports.

Where the potential of support is deemed sufficient (examples include UK, Italy, UAE, Kuwait), a similar approach to above should be taken using the Project Champions to seek face to face meetings with key decision makers in addition to ongoing communication through e-updates and reports on the progress of the fund. These meeting should seek to understand the reasons why the state does not support, which may help determine if further effort is worthwhile. If appropriate, they can also explore the level of ask which may receive a positive response. As above, these communications should determine whether a standard '1%' contribution request letter is sent, or whether a more targeted ask at a different level is appropriate.

3.3.2. Products for Corporate Supporters

Innovative Fundraising Mechanism (IFM)

Developing one or more Innovative partnership with a corporate partner is a long-term ambition and may take several years to agree, due to the time it will take to develop the links with potential partners, negotiate and deliver.

IFM's can be established with private enterprises, or with state actors. Although included here as a corporate product, therefore, consideration should be given to whether a partnership with one or more member states could be possible. Examples, with both corporate and state partners include:

- **UNICEF Change for Good –** a partnership between UNICEF and various airlines (including American Airlines, Asiana, Cathy Pacific, easyJet and QUANTAS. Passengers contribute spare, unused currency in envelopes provided which the airlines pass onto UNICEF.

- **Solidarity Tax on Airplane Tickets –** Begun by France and subsequently adopted by other countries, this is essentially a $1 surcharge on the civil aviation tax, which is used to fund UNITAID, a fund hosted by the WHO (World Health Organisation) and used to fight against HIV/AIDS, tuberculosis and malaria.

For the IFCD, an appropriate partner would be a global media streaming service. Although currently dominated by a few big players, such as Netflix, YouTube, Amazon and Spotify, many new entrants are expected in the coming months and years – such as Apple TV, and Disney+. Clearly, for best synergy with the IFCD, a service which includes content from a diverse background would be most appropriate; for example Mubi (www.mubi.com) which focuses on independent and global cinema.

In return for a small 'levy' on payments – for example 1% on the monthly cost of a subscription, or on the cost of streaming a qualifying piece of content (film, tv or music from a developing country) – the streaming partner could use the IFCD logo and promote itself as a champion of Cultural Diversity.

Such partnership will require a significant amount of negotiation and discussion with potential partners before the signature of the agreement.

3.3.3. Products for High Net Worth Individuals

The Case for Support

The Case for Support is a brochure (literally setting out the *case* for why someone should *support* the organisation, usually around 16 pages in length, which sets out in detail the appeal for funds, but does so in a manner likely to appeal to wealthy individual donors. It will form the basis of the approach to this constituency. It should cover the overall work of the IFCD and can be personalised/updated to include details on specific projects.

The case goes beyond storytelling, although that is a crucial aspect, to focus also on the impact which the work has on the ground. It should *engage* the reader emotionally and *satisfy* them intellectually. It should set out why the 2005 convention matters, what it is trying to achieve and how the IFCD is supporting those objectives.

The format should be as follows:

Cover –	A powerful image, focusing on an individual who the IFCD has supported and an emotionally engaging title, for example: 'Cultural Diversity for a Better World."
Pages 2 & 3 –	Foreword from a well-known and respected individual who will provide authority and credibility to the targeted audience. Examples could include high-profile artists or global figures such as the UN Secretary General. It should also include a high-quality picture of the individual. The message of the foreword should be focused on *why* diversity of cultural expressions matters and why the work of the IFCD is important. There is no need for detail – perhaps 250 – 400 words in length.

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Pages 4 & 5 -   Summary of the appeal for funds. Many people flick through brochures such as this and do not read every word. The idea for these pages, therefore, is that if they read nothing else, they will understand what is being discussed. They should set out simply and clearly the overall message, using graphics and short paragraphs to explain what the Fund is trying to achieve, how much is required and the difference it will make.

Pages 6 & 7 -   Outline of 2005 Convention – focusing not on what it does, but the vision; why does it matter? Why is it important to protect and promote cultural diversity?

Pages 8 & 9 -   Specifics about the IFCD – how does it support the Convention and what activities take place.

Pages 10 & 11 –   Case studies of beneficiaries. Ideally 3, giving a range of types of work and locations. Ideally, these should be told in their own words to make them as personal as possible. Images should be included.

Pages 12&13 –   Details on overall impact and costs. Relevance to the Sustainable Development Goals. How projects are monitored and evaluated. Further quotes of support.

Pages 14 & 15 –   Specific ask for support from the reader. This could be a range; for example:

- ▪ $10,000 would allow us to….

- ▪ $25,000 would allow us to…

- ▪ $50,000 would allow us to…

Details on how any donation will be used and the difference it will make

Back cover -   Contact details

The language for the Case should focus on two areas: firstly the direct benefits to the individuals involved and secondly – if this can be convincingly demonstrated – on the Social Return on Investment (SRI) that the targeted countries and communities will receive -i.e. what is the **overall change** which will result from the donation? This will allow the prospective donor to understand the logic behind the fund's approach and the difference it will make. Although not a true investment opportunity for them – as there will be no financial return – similar language can be used to set out the social good which will be achieved.

The Case for Support will need to be professionally designed and printed. However, due to the need to keep the document contemporary, we would recommend that only small numbers are produced at any one time. Indeed, for prospects of sufficient potential, tailored versions could be produced, focusing on their areas of interest and asking for a specific amount of money. Digital and interactive version should be also produced.

The **channels** for using the Case for Support will be a series of high-quality events and one-to-one meetings. These are set out in more detail under Activities, below.

3.4. Activities

3.4.1. Government Donors

Given the constraints given above on accessing ODA funding, the most productive method for the IFCD would appear to be through advocacy and influencing across formal and informal networks. The type of funding which the IFCD is chasing needs high level advocacy, as it will be generally be outside of those country's core strategic aims.

The IFCD should continue to lobby those governments currently supporting the fund, and those who are not supporters but whose potential to give is significant, asking them to commit at least 1% - and preferably more – to the fund.

Recruiting a group of high-level champions, who are able to arrange meetings with, and influence decision makers within those governments would be enormously helpful. Identifying and approaching these individuals is a task for senior management and staff, supported by an experienced Resource Mobilization Officer[14]. All should then be empowered to enter into discussions on behalf of the organisation.

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[14] From Bureau of Strategic Partnership (BSP)

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Key Activities

1. **Identify decision makers/ influencers within governments**

   In many cases the country's representatives will be able to aid with this, but it is important to understand who makes the decision, who influences those people, what the process is for approving support and what their motivations are for doing so or not. This will allow for more targeted and personal requests.

2. **Recruit high level champions**

   These are individuals who can open doors to the decision makers within the Member States and who have the respect and authority to convince those decision makers to take a phone call or a meeting. They will probably be peers to those decision makers (e.g. current or retired politicians or senior civil servants from donor countries, senior UNESCO figures) who will act on a voluntary basis to help promote the Fund to the required constituency.

   Champions should be recruited through personal invitation from senior figures within the 2005 Convention. All stakeholders (Secretariat, Intergovernmental Committee, wider Parties) should be canvased for recommendations.

   Champions will be tasked with connecting the IFCD with the decision makers and using their own personal reputation to promote the value of involvement with the fund. They will be recruited through personal request from 2005 Convention stakeholders (members of the Intergovernmental committees, the Conference of Parties) and the Secretariat, all of who should be surveyed for suggestions. Champions will act on a voluntary basis, but where appropriate costs – such as travel – should be paid.

3. **Networking / face-to-face meetings**

   Members states should be prioritised based on their past giving and potential for future giving, as discussed in the Audiences chapter. Using the Champions where needed, regular meetings should be arranged for face to face contact. Further opportunities for contact should be sought through involvement of the IFCD or its champions at relevant international events or occasions when decision makers and / or influencers within member states will be present.

4. **Personalised contribution request letter**

   Using the segmented audience groups discussed above, the contribution request letter should be amended to be more relevant and reflective of discussions entered into with individual member states. Where such discussion is not possible, a more generic letter, along the lines currently used, should continue, but with more focus on the mandate and vision of the IFCD. In all cases, the letter should link the request directly to the 2005 Convention, by stressing how the work of the IFCD helps to deliver its objectives.

3.4.2. Corporate Donors

There are two distinct roles involved in corporate development. These can be thought of as "Hunters" and "Farmers".

The *hunter* is responsible for sourcing and developing the initial relationship with the corporate. Once the relationship is established, the *farmer* then manages the delivery of the benefits associated with the partnership.

In the initial stages, encompassed by this strategy as the IFCD is seeking supporters, the *hunter* role is vital; an experienced individual who would be responsible for sourcing the corporate partnerships. If the programme is successful, then going forward beyond this strategy period a second position may be required to help 'service' the portfolio of corporate partners.

Promotional material will also be needed to support the programme. A professional PowerPoint deck communicating the purpose of the IFCD, details of its work, an overview of the corporate 'product' (see below) and details of specific opportunities would allow the flexibility necessary for this market.

Key Activities

1. **Further research into appropriate corporate partners**

   In addition to organisations already identified through existing research, the IFCD should consider companies with links to the cultural industries and who are signatories to the UN Global Compact (www.unglobalcompact.org), or who have made another indication of a commitment to global

development issues, such as involvement with the World Economic Forum (https://www.weforum.org/about/strategic-partners). Such companies are likely to be aligned to the mission and value of the IFCD. Examples of potential partners who are signatories to the compact, or partners of the Forum include:

Nordic Entertainment Group (www.nentgroup.com)

Ampvisual TV (www.ampvisualtv.tv)

Fuji Media Holdings (www.fujimediahd.co.jp)

Facebook (www.facebook.com)

Google (www.abx.xyz)

Microsoft (www.microsoft.com)

RTVE (www.rtve.es)

Vivendi (www.vivendi.com)

2. Networking / face-to-face meetings

As with government donors, presence at high profile events where corporate decision makers will be present – such as relevant conferences, film and cultural festivals etc., will be essential to developing links. Equally beneficial will be promoting the IFCD through processes set out in the Marketing Strategy below, such as involvement in TED talks and on social media.

Bespoke proposals can then be developed for key corporate targets and meetings sought with decision makers. As with Government Donors, seeking to recruit high profile champions who can open doors would be beneficial and would greatly enhance the networking process. It is likely that a number of meetings will be needed with each prospect before agreement is reached. Willingness to follow-up leads and persevere will be imperative.

3.4.3. High Net Worth Individuals (HNWI)

As with both audiences discussed above, face to face contact is vital when fundraising from wealthy individuals. It is extremely difficult to achieve across distance. IFCD will need to invest in a dedicated fundraising resource with the experience of working with very wealthy individuals.

Fundraising from this constituency will also require the engagement of senior staff within IFCD, particularly senior management. This will be essential, as people operating at this level will expect regular and meaningful contact with the leaders of the organization.

Key Activities

1. Develop and test the Case for Support

This is discussed above. An important step in the process is developing an initial draft version of the case for support and then testing it with selected individuals. This will help ensure messages are appropriate and that the case is fit for purpose. A key task will be to gather together endorsements and testimonials to include within the case, alongside stories of beneficiaries and details on how the work of the IFCD is making an impact on the objectives of the 2005 Convention on the ground.

2. Organise a series of high-profile awareness events

These events are designed to introduce potential supporters to the work of the fund. They can be appropriate for individuals, corporate donors and representatives of states, although the format set out here is geared to individuals.

Key to ensuring a good attendance is an impressive host and a unique and desirable venue. The host could be a famous artist, politician, or other 'celebrity' but must have the name recognition and respect to ensure potential donors will want to meet them. The Champions network discussed above may include one or more people capable of acting in this role, or else may be able to help in identifying suitable individuals.

Events can be stand-alone, but it may be appropriate to combine with an occasion when relevant individuals will be present – an example could be an International Film Festival, when cultural industry figures from around the world will be present. These events are not generally designed to directly ask for money, but rather engage with prospects and begin developing a relationship with them. It is

therefore vital that any details of conversations between prospects and IFCD stakeholders present is captured, and all attendees are followed up swiftly.

3. Research individual prospects

Please note, IZI and IFC are not qualified to give legal advice. The information set out here is based on guidance on the EU's General Data Protection Regulations (GDPR) set out by the UK Institute of Fundraising and can be found here (https://www.institute-of-fundraising.org.uk/library/iof-connecting-people-to-causes/iof-connecting-people-to-causes.pdf). If in any doubt, the IFCD should seek its own legal advice.

The guidance on GDPR suggest that it is permissible for organisations to research individuals to identify who may be interested in supporting a given cause. However, the guidance also states that these individuals must be informed that a) they have been researched and b) that the organisation is holding personal information on them. Although no firm timescale is given for this process, it is suggested that 30 days is appropriate. If IFCD researches potential individual donors and is holding data on them for longer than 30 days, without their consent, it may therefore be in breach of the regulations.

Therefore, research should be carried out either in advance of an event, such as discussed above, when individuals can be informed when they are invited, or in small batches, allowing contact to be made within the timeframe.

4. Purchase an appropriate Fundraising Database

The database will hold information on prospects and donors, including dates of meetings / conversation, approaches made and donations received. This database will also be used for recording information on corporate and government donors. There are a number of high-quality databases on the market. A good comparison of some of the leading European brands can be found here: https://itforcharities.co.uk/database-software/fundraising-software/ .

4.COMMUNICATION STRATEGY

4.1   Objectives

The section proposes a communication plan to help the IFCD in reaching the following objectives:

- To improve Fund visibility without revising the brand.

- To help different targets in understanding what the IFCD does and its relationship with the 2005 Convention.

- To follow and support the Fundraising Strategy in providing the proper communication: it is important that communications and fundraising will run in parallel, to give consistency and ensure the entire process is integrated. The aim is to highlight IFCD's mission and engage audiences.

- To create bespoke messages for different audiences together with an integration of channels and tools, in order to maximize results.

- To prepare a plan which is accessible and available to the staff, not simply "shared on the Cloud": the aim is to trigger communication processes which can be put into action by the staff on a daily basis.

A central aspect for the IFCD is to ensure that communications are designed to respond to the different needs and interests of its targets, through using different messages. To date, communication has largely been generic, without specific variation or distinction.

Another issue to be addressed is to move towards more fundraising-oriented communication. This approach translates to putting greater emphasis on projects, to the impact stories, to the beneficiaries and to the difference made by the donor's commitment.

As a general overview; IFCD's website and publications - the main communication tools implemented so far by the IFCD – lack emotional engagement. While they contain a great deal of information, there is little distinction in messages. This is a key point for success of both the communication and fundraising process: communication needs to be designed for each target, so that it is easily understood and digested by them. When a potential or regular donor is properly engaged - rationally and emotionally – they will be more willing to give.

Initially, a specific requirement is to improve the communication of the Fund in relation to the Convention, so that targets of that communication understand better the differences between the two and how they interact; i.e. why the Convention matters and how the IFCD operates to deliver its objectives.

Above all it is important to keep in mind at all times the key elements of every communication strategy: the objectives, the audiences, the messages and the channels to deliver them.

For the IFCD, these elements can be summarized as follows:

A. **The objective** of communication in the coming strategy period will be to broaden awareness of **why** and **how** the IFCD operates in the world. The order here is deliberate; why must come first.

The communication developed so far has focused mainly on **what** the Fund is and how it does it, from an institutional point of view rather than **why** it matters. As a general overview on the past communication strategy, it was designed mainly to inform the key audiences - governments and NGOs – on the 'existence' of this specific Fund and its focus on cultural diversity, supporting creative industries and creativity in a wider sense. The products realized - website, publications, e-updates, videos - were oriented to describe activities and to reporting on the funds raised.

The communication delivered through the IFCD main channels and tools - website, annual report, e-updates and publications - has had traits typical to 'Project Communication'; a necessary stage to go through, but not sufficient to promote the engagement and commitment to the cause which is now vital for the fundraising plan.

Example: The above-mentioned lack of engagement can be noticed in the website section "What is the IFCD?". Users can find information about the Fund, its history and mission; statistics, facts and figures are easily displayed, together with instructions on how to apply for funding and news about funded projects. However, everything appears technical and the overall sense is similar to read an

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online report, written in a 'cold' tone of voice, with no empathy for what is really happening in the emerging or developing countries.

Potentially, the most engaging part of the section is Resources, where brochures, e-updates, news and especially videos are included. However, this is listed at the end of the options, and should be made more appealing to readers by splitting and re-naming in more informal language, for example.:

A deeper look into the IFCD

- Videos: Guess who's talking

- News: What's up?

- E-updates: online news

- Brochures: read more about us

- (to be added or linked) Publications: in depth analysis and annual reports

Each section should be updated with new content, including short videos, which will be extremely effective tools for engaging website visitors.

These modifications will help in giving website visitors a wider idea of what the IFCD does. without needing to change the entire structure or layout.

B. **The Audiences;** here defined principally as those outlined in the Fundraising Strategy

- Governments,

- Corporations

- HNWI.

The aim is to meet their communication and information needs. Understanding the expectations, attitudes and interests of these audiences is key to identifying the best and most effective messages, which will broaden the Fund's support and help developing creative industries all over the world.

The Messages, to reach and engage with those different audiences.

All the messages should clarify and reflect the IFCD's unique situation. This can be summed up as:

- **Why** does the 2005 Convention matter?

- **What** change is it seeking to make in the world?

- **How** does the work of the IFCD support those objectives?

The IFCD has already collected a huge amount of interesting content and stories: now it is the time to put everything in a communication system and flow.

D. **The channels,** to deliver those messages and achieve greater impact.

Using a traditional corporate framework, the channels can be categorized in three different areas:

- **Owned** (website, blog, house organs, social channels, etc),

- **Paid** (advertising, print or online), and

- **Earned** (media relations, shares, mentions, etc).

The IFCD should focus on building the capacity of the **Owned** and **Earned** channels such as the website, e-updates, publications, social media (LinkedIn).

The IFCD's communication plan should adopt the following key characteristics.

- Focus on priorities, and break down objectives into stages; with limited resources it will be impossible to achieve every goal at the same time

- Identify content and messages according to audiences (governments, private sector, high net individuals),

- Explain how the IFCD adds value to the 2005 Convention

- Integrate tools and channels to spread messages, and encourage a better relationship with the audiences

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4.2   Audiences

As part of UNESCO, with its powerful brand and communication system, the IFCD needs to communicate its mission and values clearly, in order to make itself appealing to the various audiences.

- Defining IFCD audiences is the first step to developing the right and calls to action for the right targets.

- Understanding their needs gives the opportunity to focus on the messages and the communication actions needed to support fundraising.

Priority targets are identified as government donors, corporates and HNWI. Communications to all these stakeholders; though distinct, should demonstrate the common vision and values of the IFCD.

4.2.1. Government donors

Communication to Government donors is intended to be mainly at the institutional level – focusing on the IFCD's identity, mission and values. A regular flow of communication with these audiences is essential in order to keep them informed about activities and updates (results, impact), to let them know how creative industries are developing and growing, and to thank them for their support and involvement. The key is to keep engagement 'alive' so they deepen their understanding of the value of their commitment (where they are already donors) or are persuaded of value (for non-donors).

For this audience, communication and fundraising are strongly linked: the main objective is to ensure a regular flow of funding through the suggested contribution of 1% or more, engaging new parties and motivating the existing ones to increase and guarantee their support. As stated by the IFCD Evaluation 20171011 (point 201), this sustainability would require careful and tailor-made relationships with each member State: a key element from the communication perspective. It does not appear as if such a tailored communication plan has been put into practice to date.

Messages and communication used to date have been quite generic; for example, the 1% letter 's style and tone of voice was 'cold', lacking passion and engagement, and did not connect to the projects to be funded. New versions of the 1% letter are proposed: one to address to regular donors, which should all be personalized, and another – also personalised as far as possible - to be sent to potential/new contributors.

The contents of communication are addressed in more detail in the messages section. However, it is worth noting that the phrases "Developing culture" or "promoting culture" are very general in nature and hard to communicate with a different tone of voice and innovative tools. Top-down communication of this sort - IFCD promotes culture and creativity - is necessary in some circumstances (annual reports, for instance) but it not enough when the main objective is a call to action (donation) as they do not communicate the unique role and impact of the IFCD.

> **Example:** one of the most engaging publications issued is the 2017 Report. As well as facts and figures, this includes passionate interviews with Ambassadors, Youssou N'Dour, Forest Whitaker and Ahle Mosteghanemi, about creative industries and their impact on societies.

There is no evidence on how this publication was disseminated, but all these contents could be effectively used in different ways:

- Extracts/quotes from interviews should be included in letters/thank you letters to governments, and communication to other donors (e.g. the Case for Support).

- Interviews/stories should be loaded onto the website in a specific section such as IFCD Ambassadors/Patrons.

- A shortened version of the interviews could find a place in the e-updates.

- If possible, whenever an Ambassador or relevant stakeholder (even beneficiary) meets with a member of IFCD staff, the Communication officer could seek to film a short video/interview (max 2 min) - such as "3 questions to…" - about their commitment, their experience, impressions etc,

Even when addressing Government donors, who are already aware of IFCD mission and values, a twist in communication to make them less generic and more engaging is advisable and will allow IFCD to be perceived as an effective agent of change.

Another change of direction in communication to these audiences should be to highlight the **projects**, going deeper into the life of the people living in the developing countries and reflecting to the voices of

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beneficiaries – telling their stories in their own words rather than just having IFCD reporting on their work. This will give a different perspective on the future impact of the Fund.

Some Publications refer to young people's stories, but they are inevitably diluted in the long texts. Example: a publication dated 2012, for instance - "IFCD Investing in creativity. Transforming societies. Decision makers, cultural entrepreneurs and practitioners in the global South…. "-[15]

The key to giving all the communication a twist, on all channels, is to "extract" these stories making them real leaders of the IFCD storytelling and to disseminate them as much as possible by using the available channels (printing and online communications) as mentioned before.

These targets/donors need a twist also in the relation with their role as "contributors". Delegates should be encouraged to contribute directly to the communication process (i.e. by giving interviews to be published on the website, in publications, LinkedIn profiles) or by participating in events to raise the awareness and commitment of the audience and reinforcing the IFCD position as a global player for change.

Many of the "Foreword" articles, written by Danielle Cliche and published in Reports, are extremely effective, clear and engaging. They should be adapted, for instance, for selected actions on LinkedIn (see section below on Social media). They should become regular Columns within e-updates, following a calendar of topics decided in advance.

To maintain a continuous flow of communication with this target audience, it will be important to understand their needs. Once a year online survey should be run, which asks for their opinion on the communication received. This will help understand their concerns and better focus future communications.

4.2.2. Corporate Donors

Corporates are an extremely interesting target for IFCD: they are clearly appropriate in order to support projects and increase resources, and at the same time they represent a chance to develop communication partnership based on shared values. The private sector's perspective is very different from other audiences, so the approach from IFCD staff must follow accordingly. After identifying potential partners which share IFCD's same values and visions, it is important to follow the approach below.

Corporates should find attractive supporting projects promoted by an UNESCO Fund, taking clear advantage of the overall UNESCO brand. By partnering with Corporates, IFCD itself will gain credibility and raise its visibility provided that the future partnership will be developed within a win- win framework.

Once a Corporate has expressed an interest in an IFCD project, the challenge will be to develop a shared vision and language, to reach a situation where both the players will be satisfied.

From the communication point of view, to demonstrate a commitment to Culture and sustainable development, IFCD and corporates should create messages together. These can include high quality videos to share and broadcast, pictures to be part of photo exhibitions, reportage involving journalists etc and even could set up and launch joint campaigns. Corporates should also support the organization of some IFCD events, bringing their reputation and positioning to promote the occasion. Using beneficiary's impact story during these events, as a witness to the value of the partnership, should be considered.

4.2.3. High net worth individuals (HNWI)

High-net worth individual donors need a tailor-made communication; essentially a direct, one-to-one relationship from the initial introduction to the building of the relationship, to the donation and afterwards.

Wealthy people give for many reasons; to secure their place in history, in search of public recognition, looking for some personal advantage or honour, or simply out of a sense of moral responsibility. Often it depends on the country where he/she lives: many philanthropists are motivated to give through tax incentives. In any case, whether they are pushed by an emotional factor, something related to the project or by tax benefits, most philanthropists will want to be deeply involved into the project and its evolution. They will need to be kept informed of progress, of results and of the evaluation process. On the communication level, this means that these donors need to be listened too and "pampered", supported and advised, never neglected or taken for granted. This means IFCD will need to develop tailored communication with each HWNI, like a personalized customer service.

In 2012, DJ Darius, organized a fundraising event in support of the Fund in Germany. During his interview, he reported that he didn't receive any support and recognition before, during or after the fundraising event.

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[15] Reports on young artists in different countries, from Argentina to Chad (Chapter: Skill Development). With the exception of general statements of people involved into the projects - "changing lives, creating a community pulsating with energy and confidence", the report talks about the 'projects' rather than the impact on single individuals.

A specific communication and donor care plan, in order to build a strong and long-term relationship with him, must be prepared for patrons/Ambassadors or Champions, particularly if they are celebrities. This will be a time-consuming activity - especially when the relationship is not direct but mediated by an executive/publicist manager - but very productive in terms of gaining reputation, support and, ultimately, increased revenues. When it is not possible to have a Patron attend an event in person, having them film a short video message / appeal is highly recommended. This should follow the short "3 questions to Mr./Mrs" format discussed above. Videos will impact on all audiences and are easily spread through all channels of communication.

With patrons, having them get involved with a mission on the ground is also highly recommended. This will increase their commitment and create excellent content for IFCD's communication globally. Video reports of them from the field will be extremely powerful, for example. Visits of this kind could be sponsored by a Corporate, integrating the fundraising approaches and boosting both the corporate partnership, who will be keen to utilise the patron's image and reputation, and the visibility of the endeavour.

4.3   Messages

Although the focus of messages should vary from audience to audience, the theme and voice should remain constant. This is important to guarantee consistency to the mission and vision of the IFCD, while allowing more customised messages to transform into clear calls to actions - if as set out in this strategy the focus is for raising funds.

As already discussed, to date messages have, in the main, focused on what the Fund is and what it does, partly because of the necessity of talking about its existence, partly to inform the NGO world about the opportunity to be funded.

From this point on, since the focus becomes on attracting additional funding, from both institutional and individual donors, effort should be made to move the messaging away from just the **what** and the **how**, and focus also on **why** the IFCD - and the 2005 Convention - are important.

The general scheme should become:

- **Why** the 2005 Convention matters

- **What** change it is seeking to make in the world

- **How** supporting the IFCD can help to bring that change about.

This should help clarify confusion as to the relationship between the Convention and the Fund.

Key issues on messages:

- Existing communication appears to create little distinction among messages for different targets and stakeholders. There have been some increasing efforts in this direction - for example some publications addressed to civil society - but in the end it seems that all targets have been addressed with the same kind of message.

- Despite the large number of publications and leaflets, there is no reference about the kind of dissemination or focus. The publications are uploaded on the website as well but there is no evidence on how they have been promoted or to whom.

- The key messages used in IFCD communication are quite conventional, meant to inform or to report, mainly about the amount of IFCD funding. The focus on transparency is clear and admirable, but the result is 'cold' communication without the necessary 'warmth' to engage and invite to participation or donation;

- There is also a problem of self-referentiality and use of terms unknown to people outside the organization. This jargon should be avoided, and more fluid language used.

  Example: while the tone of voice and the kind of language used on annual Reports is appropriate for its purpose (reporting facts & figures, results etc), and to address institutional audiences already aware of the Fund's activities, the same style is not as effective to Parties not yet involved in supporting the Fund. Those audiences have a different need to understand and be persuaded by its performance and strength.

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As a general, it would be more productive:

- To move from "what" to "why" behind the Fund actions: the 2005 Convention and IFCD have a strong advocacy component with the aim of setting in motion actions, influence decisions and more generally inspire efforts.

- Referring to some audience, more project-specific communication could aid in understanding the IFCD better – i.e. focusing on the impact on the individuals.

The first step in this direction should be identification of more Case studies from the field, in order to focus attention on something more concrete. Without losing the institutional approach of how IFCD communications, hearing directly from voices in the field (i.e. stories in their own words and quotes, rather than reportage) would be effective.
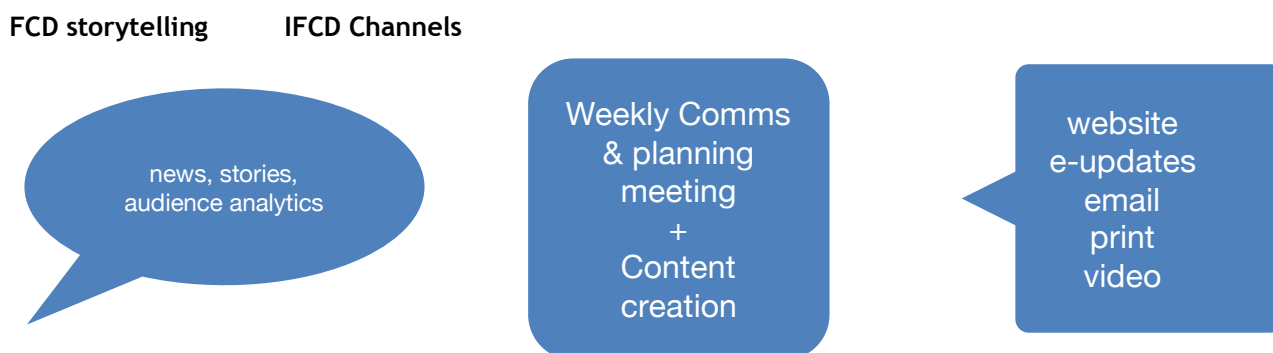
To achieve the results, key actions are:

- Focus on beneficiaries/personal stories, from the projects/emerging countries

- Focus on real, relevant voices: patrons, relevant stakeholders through interviews

- Implement the communication channels: refreshing website, reviving e-updates

- Give priority to images and videos: powerful pictures and videos are the most appealing tools

- Start a '60 seconds video's channel (to be spread online, website/YouTube/LinkedIn). Choose a selection of topics about the Convention and/or IFCD mission and values, projects, call to actions etc. and create short, engaging videos featuring people talking about them. These can be filmed quickly using even a good quality smartphone and to be disseminated easily online

- Similarly, create a "3 question to.." channel to be issued in print and/or video format to clarify on specific topics

- Start a regular feature (at the beginning of each month) on LinkedIn, where relevant people from IFCD write, explain, talk about the Fund, the Convention, the success achieved etc.

4.3.1. The Communication Flow

To make communication more effective, it is important to define the Communication Flow, i.e. to establish a process for creation of content and messages, their approval, dissemination, monitoring and evaluation.

To clarify, below is a typical communication planning and content creation process scheme, in graphic form, adapted for the IFCD.

Figure 7: Content creation process

FCD storytelling **IFCD Channels**

news, stories, audience analytics

Weekly Comms & planning meeting + Content creation

website e-updates email print video

This process will be very easy to apply on
weekly basis and gives the staff a framework in which to organize everyday work. Communication has to be considered an ongoing process in a well-organized timeline, subject to modifications and open to changes. Communication should be considered a *continuum*; a stream which should never stops but finds the way to keep moving forward.

Some activities or news will have an urgency - such as a success story or a big event – where it is essential to build a sense of momentum. Others can be planned and put into an overall communications timeline to cover any 'empty moment'. Once all the activities, including key moments in the annual plan, are put in a timeline - a 3-year timeline in this instance - it is easier to convey them to the audiences, through developing the proper messages, channels and tools.

Dates for evaluation, measuring and review of communication activities should be also considered in this timeline. Even if it takes time and dedication to evaluate every action or event, the results of each analysis always give a lesson to be learned: what went right or wrong marks the step for a new communication cycle.

A SWOT analysis at the end of a defined period of time (e.g. each year) is a simple tool to review the success (or not) of the communication strategy and consequently to amend it and implement change. Ultimately, any outputs – for example analytics for the website and e-updates - and outcomes - the impact of the communication activities on beneficiaries – will need to be assigned to someone. At the moment, the 2005 Convention has a dedicated staff in charge of the communication of the whole Entity. Although, regarding the importance of the IFCD and the workload, an additional staff is required to handle this new strategy. However, even once that person is in place, other team members will need to continue to have involvement in the process.

4.4 Channels

The IFCD has so far used mainly online channels both to raise awareness and to raise funds: e-updates and website are the tools where the greater number of messages have been delivered. Publications and print issues are planned annually and are intended as Annual reports or Mission report. As a whole, the IFCD should start thinking across all media to spread it communications.

4.4.1 Website

Every organization should be clear from the very outset about the goals for its website: e.g. positioning, providing information and/or services, fundraising, a combination of the above, etc.

The IFCD website is the main place where people can get information about the Fund. It needs to cover more than just updates; stories, testimonials, call to actions, engagement to donate etc. Great care should be taken to ensure that the needs of all the stakeholders are reflected into the website.

As a whole, the IFCD website, within UNESCO's website, shows a static image and shows immediately all the information needed about what it is and how to access the Fund. It shows basic information, without any particular engagement.
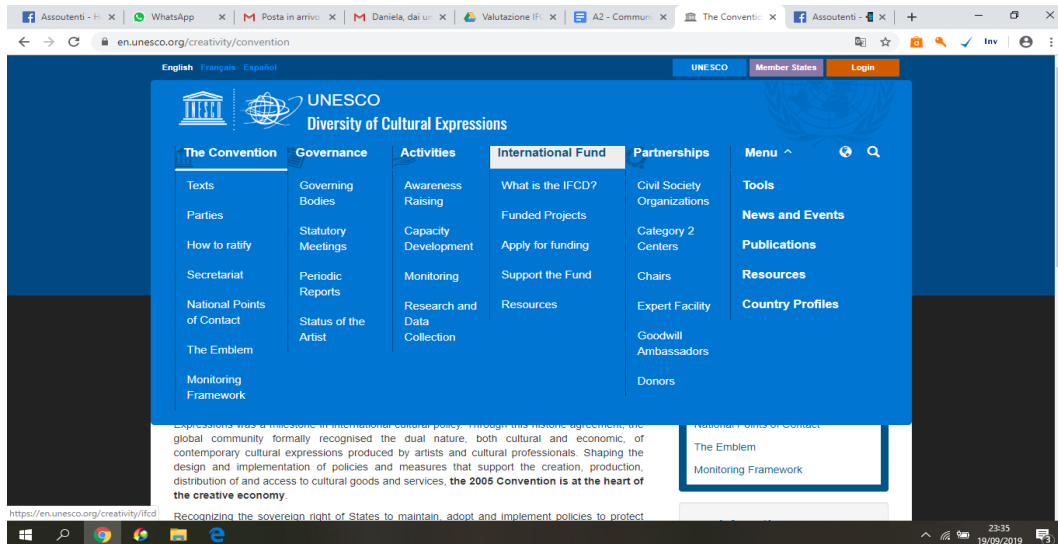
Figure 8: IFCD website

The IFCD website is actually a section of the https://en.unesco.org/creativity. The structure is well organised, and the section is not difficult to find. Things are much more difficult when you search from the home page (www.unesco.org). To navigate, the reader needs to start looking for "culture" under the menu "what we do", then scrolling the side panels to the right until you find "Diversity of cultural expressions".

Doing a google search the IFCD is the first result from typing "diversity of cultural expressions" (after academic articles).

On clicking on "International Fund" (see image), the menu is quite clear (the same for "sub menus"). The content structure is correct, does not induce confusion and allows you to find the information you are looking for. The FAQ function is also useful and well structured.

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What is the IFCD? - This section contains important and well-presented information (impact, link to SDGS and statistical data). The infographic showing impact is an effective tool, although not perfectly readable. It is a good choice to highlight the link with the SDG's and also to provide statistics.

Funded projects - This section is also useful and well-functioning, but layout and style are very 'cold'. Through several filters it is possible to read the summaries of all the funded projects. These summaries remain at a superficial level and it would be interesting to look at project activities in detail, for example, powerful pictures from the field, videos, voices directly from the beneficiaries.

Apply for funding - Clear and transparent section, also referring to the selection of funding applications (filters and query possibilities).

Support the fund -This section of "What is the IFCD?" is perhaps the most relevant one. Images and infographics help to understand why one should donate to the fund. Rightly, this section is less formal in presentation than the previous ones; there is a clear attempt to enhance and increase its communicative value. But when you enter the two sub-sections "parties" and "Private sector and individuals" the content becomes less engaging. Here an effort should be made to communicate on what can be done to help the fund – and crucially why - in a more personal way (a video appeal, etc). A clearer Call to action, setting out how the reader can help would be desirable.

The existing video for the "your 1% counts" campaign, could find a proper place here.

The button "Contribute now" (private sector and individuals) without a specific Call to action appears to be quite a weak solution. We are not aware of any data about the number of donations come from this channel and when tested did not work.

Given the very small number of private contributions, which will not inspire others to give, this table should be removed.

Resources - Here you can find news, videos and brochures. There is a selection of interesting materials which, however, should be made available on previous sections so as to be more easily and quick accessible. This would also help lighten previous pages which are full of written text and lacking images/colour/movement. As above mentioned, better wording could be more engaging for all the audiences

Video analysis (those visible from the site menu https://en.unesco.org/creativity/ifcd/resources/videos**)**

Clicking on resources/video we are taken to a page with 1 video in the forefront and another 10 with smaller icons. Of these only 5 are related to specific projects (Togo, Senegal, Argentina, Croatia, Tajikistan): the others are versions in different languages of the video explaining what IFCD is. The videos tend more to explain the mechanism triggered by the funds received than the impact on the lives of the people and countries concerned.

This is an underperforming section in terms of its potential and should be developed significantly.

To address the website issues, a **Content Site Manager** should be charged with creating a monthly editorial plan. In this a theme framework should be developed in which, articles, news, interviews and columns - linked to videos and photo galleries - are be integrated, to create a flow of communication and increase interest to IFCD work. The more the website is updated, the more it is likely to be visited.

- Keep it simple. The most successful sites are those which are easy to use, allowing the visitor to reach the desired information in few clicks (3 maximum).

- Keep 'warm' and direct messages. If one of the functions of the site is to fundraise, a lot of attention should be taken to the creation and maintenance of a donation page and the messages here delivered. These should focus on the difference the donation will make, and there should be a clear Call to Action: 'Donate Now'.

- Content - The shorter, the better.

- Storytelling - More impactful stories lead to more effective storytelling. Real people, real stories – ideally in their own voice. Videos are the most powerful tools to engage and call to action.

- Refresh: to implement and improve access to information, a refresh of the structure is needed.

- New sections and new pages should be considered in order to enhance the role of each audience: governments, corporates, HNWI. All of them need to find related information both on projects and ways to participate to the Fund

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- Donate/Support section: this section needs to be recreated, with proper call to action oriented texts (at present the link to Donate is not working), information referring how to donate according to the donors etc.

- Responsive website - Nowadays the use of smartphone and tablets is wider and wider: the market of information but also the market of purchases is more and more online. Even in the emerging economies, news, infos, messages are coming mainly through mobile phones: a trend which requires a website optimization and a different selection of messages[16].

4.4.2. E-updates refresh targeted

As mentioned above, the e-updates should be revived.

The insights reports (E-update 2 & 3 analytical report 7.12.2016 small.pdf) are quite positive in showing the trends: it was a good tool to replicate, but can be improved:

- Take as a pattern n.2/2016 for a more pleasant layout and usability.

- Create a theme framework for each issue.

- Make articles shorter and more readable. Insert photos and videos within the article page. Formatting the text with some bolds will make it easier to read and understand

- Plan the issues throughout the year

- Examine the targets and possibly differentiate up-dates (profiling)

- Check subscription link as this was not working (the above-mentioned report says it doesn't work. We tried to subscribe without success, too)

4.4.3. Communication tools for events

According to the type of event, specific promotional material should be prepared for the occasion. A **Case for Support** document is the most engaging product from both Fundraising and Communication perspectives. Showing the reasons why a donor should give to the project, the document is an opportunity to address the target audiences at a higher level, talking about vision and values that are driving to reach the objectives.

During event, a short (3-6 minute) video revealing real voices and witnesses from the ground is a strong tool to move with emotions. A short report, with facts and figures, also gives the solid foundations necessary to rationally satisfy any potential donor.

Follow up communication (post event). The quicker the better. A "Thank you letter", "Thank you email" or better a "Thank you phone call", according to the group of donors has to be planned in every case after a fundraising or networking event.

4.4.4. TED talks[17]

A selection of great impact stories, to be chosen among most successful projects, could be a starting point for IFCD to participate in TED talks (or locally TED x talks) around the world. TED - Ideas worth spreading - offers a wide range of programs and initiatives, from events to partnerships, from podcast to circles; the blog https://ideas.ted.com/ gives the opportunity to explore many topics including arts, social innovation, social change etc.

IFCD, for its part, offers a lot of contents which would be of value. TED talks are therefore a path worth exploring, with a plan put into action during the second and the third year of the strategy period. Up to date, thousands of people have organized TEDx - more then 60,000 - all of them uploaded to YouTube (a lot of them went viral). Key players could be beneficiaries to tell impact stories, make appeals, call to actions etc, with positive effects on all IFCD audiences, governments, public sector and HNWI.

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[16] Below is a link to recent research published by Pew Research Center on mobile connectivity in emerging economies. https://www.pewinternet.org/2019/03/07/use-of-smartphones-and-social-media-is-common-across-most-emerging-economies/

[17] *TED is a nonprofit devoted to spreading ideas, usually in the form of short, powerful talks (18 minutes or less). TED began in 1984 as a conference where Technology, Entertainment and Design converged, and today covers almost all topics — from science to business to global issues — in more than 100 languages. Meanwhile, independently run TEDx events help share ideas in communities around the world*

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4.4.5. Social media

The IFCD does not appear in any social media due to some restrictions, while UNESCO communicates to some extent via various platforms (twitter, Facebook, Instagram, LinkedIn). Considering the variety of topic covered by IFCD activities and, potentially, the large number of young artists/creative people around the world, communicating via LinkedIn could be a way to explore. LinkedIn is also an effective platform to connect with potential donors amongst all identified audiences.

Without opening an IFCD page/account, relevant individuals including staff and/or stakeholders could contribute with articles, columns etc. They should join in with relevant Groups on LinkedIn and spread the messages on IFCD.

4.4.5. Social media

5. IMPLEMENTATION ACTION PLAN

5.1. Proposed activities

Year One (2021): Actions and Key Results

Actions	Key Results
1: Establish in-house resource mobilization capacity	• Job Description and Person Specification for Resource Mobilization Officer agreed and advertised by end June 2021 OR • Terms of reference for outsourced consultancy post agreed and advertised by end June 2021 • Staff member or consultant appointed by end November 2021
2: Create IFCD "Communications Flow" process	• By end April 2021, add weekly meetings to staff diaries • By end April 2021, prepare editorial plan for the different channels (website, social media) • By end June 2021, carry out brainstorming to define communication objectives for all identified audiences • By end September 2021, draft key messages and Call to Actions for all identified audiences • Weekly collection of news, pictures, contents • Monthly collection of short videos
3: Update online communication	• Fix website missing pages /sections by end June 2021 • Refresh contents according to new messages by the end of July 2021 • Create new webpages for each audience • Regularly update contents throughout strategy period, and review at least every 6 months. • Create calendar for e-updates by end June 2021 with the first new issue published by end September 2021

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4: Create and test a powerful and compelling case for support	- Draft version completed by end October 2021 80% of testers respond positively to the case - Final, designed and copy written version complete for initial Cultivation event (see below).
5: Grow response to "Your 1%" initiative	- Create new copy based on new language by end May 2021 - Test new copy with parties by end August 2021 - Test an online poll with parties by end September 2021 - An increase of 25% on number of respondents reacting positively and giving at least 1% as a contribution - Income of at least £1.1m received from scheme in Year 1
6: Organise Initial Cultivation Networking Events	- Date and venue agreed for initial event by February 2021 - Invitation list agreed and invites sent out by April 2021 - Event held by end October 2021 - At least 50 people (wealthy individuals, representatives of major corporates or of States) attend. - Follow-up meetings with at least 50% of attendees arranged - At least 2 HNWI agree to become supporters in Year 1

Year Two: Actions and Key results

Actions	Key results
1: Communication Flow process continues	- Evaluate Year 1 actions and processes by end January 2022 - Agree objectives for the coming year by end January 2022 - Update processes as necessary and create a calendar for all actions by end February 2022 - Weekly collection of news, pictures, contents - Monthly collection of short videos

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2: Admin / Comms support is established	• Job Description and Person Specification for Resource Mobilization Officer agreed and advertised by end January 2022 OR • Terms of reference for outsourced consultancy post agreed and advertised by end January 2022 • Staff member or consultant appointed by end April 2022
3: Hold at least 2 further networking / cultivation events at high profile venues	• Venues and dates agreed by January 2022 • First event held by October 2021. Second by April 2023 • At least 50 people attend each event • Follow-up meetings arranged with at least 50% of attendees • Number of HNWI supporters increases to at least 3
4: Committee of influential champions created	• Key individuals identified and asked by end February 2022 • At least 75% agree to join • First meeting held by end April 2022 • At least 20 good targets (HNWI, corporate partners or government decision makers) identified for further cultivation by committee members.
5. "Your 1%" initiative continues	• Income from government donors increased to at least £1.3m • Create online polls twice a year (donor/non-donor governments)
6: Update online communication	• Regularly update content throughout strategy period, and review at least every 6 months • Regularly update content after events • Create calendar for e-updates • Explore social media (contents for LinkedIn)

Year Three: Actions and Key results

Actions	Key results
1: Communication Flow process continues	- Evaluate Year 2 actions and processes by end January 2023 - Agree to objectives for the coming year by end January 2023 - Update processes as necessary and create a calendar for all actions by end February 2023
2: Networking via events and one-to-one meetings continue	- At least 2 high profile events held during the year - IFCD has presents at least 2 other networking opportunities - At least 6 HNWI are donating - At least 4 corporate partnerships agreed
3: "Your 1%" initiative continues	- Income from government donors grows to at least £1.5m - Create online polls twice a year (donor/non-donor governments)
4: Discussions begin over Innovative Fundraising Mechanism	- Potential scheme agreed internally by January 2023 - At least 8 potential partners identified by March 2023 - At least 3 meetings held with potential partners by October 2023 - At least 1 follow-up process agreed with a potential partner by end December 2023
5. TED Talks Programme developed	- By end August 2023 agree strategy and topics for TED programme, definition of topics - Engage initial speakers by end October 2023 - Collate Impact stories by end August 2023 - Confirm initial 2 TED / TEDx Talks by end December 2023 to be held during IGC 2024
6: Update online communication	- Regularly update content throughout strategy period, and review at least every 6 months - Regularly update contents after every TED Talks - Create a calendar for social media (contents for LinkedIn)

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5.2. Proposed Communication Assets

Product	Target Audience	Channel	Aims	Relevant Action (from previous table)	Key messages
Your 1% Counts for Creativity	Smaller member states and those who have never given	Annual letter Face to Face meetings if viable (given level of contribution) Website	Convince new donors to give 1% of their total contribution to the IFCD	**Year 1:** Establish in-house resource mobilization capacity Create IFCD Communications Flow Process Update Online Communication Update 'Your 1%' initiative **Year 2:** Communication Flow process continues Admin / Comms support put in place Group of influential champions recruited Your 1% scheme continues Update Online Communications **Year 3:** Communication Flow Process continues Your 1% scheme continues	'Many donors choose to give 1% of their total contribution to UNESCO's Budget" Your 1% will enable us to …. "Act with us for real change…"

Product	Target Audience	Channel	Aims	Relevant Action (from previous table)	Key messages
1% and Beyond	Larger members states and regular giver to the fund	Annual Letter Face to Face meetings	Ask those already giving 1% to increase their contribution and larger nations who do not give to do so.	**Year 1:** Establish in-house resource mobilization capacity Create IFCD Communications Flow Process Update Online Communication Update 'Your 1%' initiative **Year 2:** Communication Flow process continues Admin / Comms support put in place Group of influential champions recruited Your 1% scheme continues Update Online Communications **Year 3:** Communication Flow Process continues Your 1% scheme continues	Many of our most valued supporters choose to give more than the minimum recommended 1%. Increasing your giving will enable us to… Together, we are key players for a real change, investing in creativity ….

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Product	Target Audience	Channel	Aims	Relevant Action (from previous table)	Key messages
Innovative Fundraising Mechanism	Major Streaming platforms and content providers (TV, Film, Music etc.)	Written Proposals Networking Face to Face meetings Presence at global cultural events	Sign up one global supporter who will provide a small donation in return for an action – e.g. every time someone streams content from a developing world artist	**Year 1:** Establish in-house resource mobilization capacity Create IFCD Communications Flow Process Update Online Communication Organise Initial Cultivation Networking Event **Year 2** Admin / Comms support it put in place Hold at least 2 further Networking / cultivation events Group of influential champions recruited Compelling Corporate Membership Scheme developed **Year 3** Communications Flow process continues Networking and one-to-one meetings continue Discussions begin over Innovative Fundraising Mechanism	Demonstrate your support for artists in the developing world – help them deliver more and better content and promote them to your users. Cultural diversity and creativity are food for thoughts. For you, for everybody

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Product	Target Audience	Channel	Aims	Relevant Action (from previous table)	Key messages
The Case for Support	Wealthy Individual Philanthropists	Invitation-only high-profile events Face to Face meetings Presence at global cultural events	Convince wealthy donors to give annual support of at least €10,000, ideally for a period of at least 5 years	**Year 1:** Establish in-house resource mobilization capacity Create IFCD Communications Flow Process Update Online Communication Create and test a powerful and compelling Case for Support Organise Initial Cultivation Networking Event **Year 2** Admin / Comms support it put in place Hold at least 2 further Networking / cultivation events Group of influential champions recruited **Year 3** Communications Flow process continues Networking and one-to-one meetings continue	We all benefit from a more diverse cultural environment, where people are exposed to different ideas and influences. Growing and developing creative industries is an effective mechanism for improving development outcomes. You are a key player in building the future, creating new communities, inspiring people

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5.3. Resources

The implications of the above is that there is a clear need for the IFCD to invest in the fundraising process. We note that a principle reason for the failure of the original strategy to reach its potential was due the lack of human resources. Our primary recommendation is to recruit the adequate staff.

If the IFCD is not prepared to invest as recommended, it will need to accept that it is unlikely to significantly increase its current income level. Indeed, due to increasingly challenging global environment and ever more competition for funds, a decline in overall income is likely.

- An experienced **Resource Mobilization Officer** should be recruited immediately. This post will have primary responsibility for this strategy and will co-ordinate activity. As it is clear that the major opportunity is with government donors (see tables below) and individual with extensive experience in this area should be prioritised.

- A second **Admin and Communications post** (potentially 2 part time posts) should be created by year 2 to support the work of the Resource Mobilisation Specialist

- As with the original strategy, **the involvement of senior UNESCO and Parties / Committee members will be key** to carry out networking and advocacy roles, primarily with government donors, but also with the private sector.

Option 1 – In-house resource (in US$)

	Year 1	Year 2	Year 3	Notes
Database	1,200	1,230	1,260	Based on Donorfy (www.donorfy.com)
Communication Material				
Case for Support	10,000	2,000	2,040	
Website Development	10,000	10,200	10,400	
Video production	10,000	10,200	5,200	
Events				
HNWI Campaign Launch Event	30,000			
HNWI Awareness events		30,600	31,200	
Travel and subsistence (staff and champions)	10,000	15,000	15,300	
Staff costs (not including on-costs)				
Resource Mobilisation Specialist salary and costs	75,000	76,900	78,800	
Admin / Comms support		50,000	51,000	

Total Cost	146,200	196,130	195,200	

Income (in US$)

	Year 1	Year 2	Year 3	Notes
Government	1,100,000	1,300,000	1,500,000	
Corporations	0	0	20,000	Assumes 1 partnership established by year 3
HNWI	50,000	75,000	150,000	Assumes 6 donors by year 3; average 25,000 each
Total	1,150,000	1,375,000	1,670,000	
Increase from current position (assumption of US$900,000 p.a.)	250,000	475,000	770,000	
ROI (all income)	7.87%	7.01%	8.56%	
ROI (using just additional income as a measure)	1.71%	2.42%	3.94%	

- Assumes inflation at 2-2.5%
- Also assumes staff will not be appointed for at least the first 3 months of the year as the recruitment process is undertaken. We have, however, kept the cost the same for year one, despite 3 months of saved salary, to cover recruitment costs.

Option 2 – Outsourced support (in US$)

With the high-level expertise of an outsourced expert, we would expect faster progress to be made; not least as there would be no need for a minimum 3-month or more recruitment process. Hence the higher figures in the income table below.

	Year 1	Year 2	Year 3	Notes
Database	1,200	1,230	1,260	Based on Donorfy (www.donorfy.com)
Comms Material				
Case for Support	10,000	2,000	2,040	
Website Development	10,000	10,200	10,400	
Video production	10,000	10,200	5,200	

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Events				
Launch Event	30,000			
HNWI Awareness events		30,600	31,200	
Travel and subsistence (staff and champions)	10,000	15,000	15,300	
Staff costs (not including general costs)				
Outsourced services (est.)	100,000	167,000	179,350	As above, admin / comms support added in Year 2.
Total Costs	**171,200**	**236,230**	**244,750**	

Income (in US$)

	Year 1	Year 2	Year 3	Notes
Government	1,200,000	1,350,000	1,550,000	
Corporations	0	0	20,000	Assumes 1 corporate partnership by Year 3
HNWI	50,000	100,000	200,000	Assumes 8 donors by Year 3; average 25,000 each
Total	**1,250,000**	**1,450,000**	**1,770,000**	
Increase from current position (assumption of US$900,000 pa)	350,000	560,000	890,000	
ROI (all income)	7.30%	6.14%	7.24%	
ROI (using just additional income as a measure)	2.04%	2.37%	3.64%	

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